

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 2nd June, 2026 at 7.00 pm*

To:

Cllr Gareth Williams, Leader of the Council
Cllr Sophie Porter, Deputy Leader and Healthy Communities & Active Lives Portfolio Holder

Cllr Gaynor Austin, Finance & Resources Portfolio Holder
Cllr Keith Dibble, Housing, Planning & Property Portfolio Holder
Cllr Christine Guinness, Pride in Place / Neighbourhood Services Portfolio Holder
Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder

Enquiries regarding this agenda should be referred to Chris Todd, Democratic Support Officer, on 01252 398825 or e-mail: chris.todd@rushmoor.gov.uk

A G E N D A

1. DECLARATIONS OF INTEREST –

Under the Council's Code of Conduct for Councillors, all Members are required to disclose relevant Interests in any matter to be considered at the meeting. Where the matter directly relates to a Member's Disclosable Pecuniary Interests or Other Registrable Interest, that Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation (see note below). If the matter directly relates to 'Non-Registrable Interests', the Member's participation in the meeting will depend on the nature of the matter and whether it directly relates or affects their financial interest or well-being or that of a relative, friend or close associate, applying the tests set out in the Code.

NOTE:

On 27th May, 2021, the Council's Corporate Governance, Audit and Standards Committee granted dispensations to Members appointed by the Council to the Board of the Rushmoor Development Partnership and as Directors of Rushmoor Homes Limited.

2. **MINUTES** – (Pages 1 - 4)

To confirm the Minutes of the meeting held on 21st April, 2026 (copy attached).

3. **COUNCIL PLAN AND RISK REGISTER QUARTERLY UPDATE AND YEAR END 2025/26** – (Pages 5 - 62)
(Cllr Gareth Williams, Leader of the Council)

To consider Report No. ED2606 (copy attached), which sets out performance monitoring information in relation to the Council Delivery Plan and Risk Register for the fourth quarter and end of year of 2025/26.

4. **ALDERSHOT AND FARNBOROUGH (RUSHMOOR BOROUGH) LOCAL PLAN SCOPING CONSULTATION** – (Pages 63 - 134)
(Cllr Keith Dibble, Housing, Planning & Property Portfolio Holder)

To consider Report No. PG2610 (copy attached), which sets out a proposal to undertake a scoping consultation in respect of the new local plan for Rushmoor.

5. **ARMED FORCES DAY NATIONAL EVENT 2026 - UPDATE** – (Pages 135 - 144)
(Cllr Sophie Porter, Healthy Communities & Active Lives Portfolio Holder)

To consider Report No. ED2608 (copy attached), which sets out an update on progress with planning for the Armed Forces Day National Event 2026, along with the revised budget position.

6. **APPOINTMENTS TO CABINET WORKING GROUPS 2026/27** – (Pages 145 - 146)

To consider Report No. DEM2610 (copy attached), which sets out the appointments to the proposed Cabinet Working Groups for the 2026/27 Municipal Year.

7. **EXCLUSION OF THE PUBLIC** –

To consider resolving:

That, subject to the public interest test, the public be excluded from this meeting during the discussion of the undermentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against such item:

Item No.	Schedule 12A Para. No.	Category
8	3	Information relating to financial or business affairs

8. **PROPOSED SURRENDER OF LEASE - BRIDGE HOUSE, EELMOOR ROAD, FARNBOROUGH** – (Pages 147 - 154)
(Cllr Keith Dibble, Housing, Planning & Property Portfolio Holder)

To consider Exempt Report No. PG2611 (copy attached), which sets out a proposed strategy for the lease at Bridge House, Eelmoor Road, Farnborough.

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CABINET

Meeting held on Tuesday, 21st April, 2026 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Gareth Williams, Leader of the Council
Cllr Sophie Porter, Deputy Leader and Healthy Communities & Active Lives Portfolio Holder

Cllr Keith Dibble, Housing & Planning Portfolio Holder
Cllr Christine Guinness, Pride in Place / Neighbourhood Services Portfolio Holder
Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder

An apology for absence was submitted on behalf of Councillor Gaynor Austin.

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **5th May, 2026**.

86. **DECLARATIONS OF INTEREST –**

Having regard to the Council's Code of Conduct for Councillors, no declarations of interest were made.

87. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 17th March, 2026 were confirmed and signed by the Chair.

88. **ARMED FORCES DAY NATIONAL EVENT 2026 - UPDATE –**

(Cllr Sophie Porter, Healthy Communities & Active Lives Portfolio Holder)

The Cabinet considered Report No. ED2605, which set out an update on progress with planning for the Armed Forces Day National Event 2026, along with a revised budget position that was required to ensure the safe and successful delivery of the event.

Members were reminded that the Council, working in partnership with the Ministry of Defence and local shareholders, had secured the opportunity to host this prestigious event, bringing significant economic, social and community benefits to the Borough. The Cabinet, at its meeting in November, 2025, had agreed to underwrite the cost of the event and had approved proposals for seeking sponsorship to cover the costs of running the event. Members were informed that, as the Council had gained a clearer understanding of the scale, security and specialist infrastructure required to deliver an event of national significance to the expected standard, it had become clear that the budget would need to be updated to more accurately reflect the operational, safety and logistical demands involved. It was confirmed that considerable commercial sponsorship and in-kind support had

already been secured, with further opportunities being actively pursued to close the current funding gap between income and expenditure.

The Cabinet expressed strong support for the hosting of this event, which Members considered would be of significant benefit to the Borough.

The Cabinet RESOLVED that

- (i) the current financial position, as set out in Report No. ED2605, be noted and the underwriting of the current budget gap of £243,250 be approved, to be funded from any remaining balances in the events budget, the community recovery fund and the stability and resilience reserve;
- (ii) the proposals for seeking additional commercial income to cover the remaining costs and to close the budget gap, as set out in the Report, be approved; and
- (iii) the Cabinet should be informed of the projected net cost as the project progresses, with any requests for additional funding being made to the Cabinet before committing expenditure, including how expenditure would be funded.

89. **FARNBOROUGH CIVIC QUARTER - STRATEGIC REVIEW –**
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

The Cabinet considered Report No. REG2602, which set out the background and reasons for carrying out a Strategic Delivery Review of the Farnborough Civic Quarter (FCQ) project.

Members were reminded that, at its meeting in February, 2023, the Council's Development Management Committee had approved an outline permission in relation to the Farnborough Civic Quarter Masterplan. Unfortunately, since that time, a number of underlying parameters had shifted and this had impacted negatively the viability of the scheme in the current economic climate. It was proposed, therefore, that the Council should commission a Strategic Delivery Review to inform regeneration activity on the FCQ. The Cabinet was informed that this proposal was being made to comply with the requirements of the Council's Delivery Plan and that completing the Strategic Delivery Review would enable the Council to manage the risks around the FCQ and would increase the likelihood of successful delivery within the resources available.

During discussions, Members noted the importance of this site in relation to the Council's housing delivery programme and support was expressed for the suggested approach of commissioning a Strategic Delivery Review.

The Cabinet RESOLVED that the provision of a budget of £98,000 to carry out the review be approved, to be funded from the Stability and Resilience Reserve.

90. **STRATEGIC MANAGEMENT ARRANGEMENTS –**
(Cllr Gareth Williams, Leader of the Council)

The Cabinet considered Report No. MD2602, which set out proposed changes to the Council's management arrangements.

Members were informed that these new arrangements would enable the Council to maintain services, ensure that the Council Delivery Plan 2026-28 was delivered and support the delivery of Local Government Reorganisation (LGR). The proposed strategic management structure set out in Appendix 2 of the Report would seek to strengthen capacity and to support the Head of Paid Service and the LGR process and to ensure that the organisation continued to function effectively, recognising the significant draw of resources towards LGR activity. The report set out several proposed changes, which included the establishment of a new director-level role of Chief Operating Officer, to be recruited internally and appointed to by a Member panel.

The Cabinet was satisfied that the proposals set out provided the best option to enable the Council to tackle the significant challenges it faced in the lead-in to the implementation of LGR.

The Cabinet RESOLVED that

- (i) the proposed strategic management arrangements for the Council, as set out in Appendix 2 of Report No. MD2602, be endorsed, noting that these would be reported to the Council on 2nd July, 2026, in line with Section 11.3 of the Council's Constitution;
- (ii) given the demands relating to Local Government Reorganisation, the appointment of the new chief officer post of Chief Operating Officer as soon as practicable, in line with the process set out in Paragraph 2.8, be noted, with an appointment panel consisting of four Members, including the Corporate Services Portfolio Holder and the Leader of the Council, having been established by the Interim Managing Director to undertake this appointment; and
- (iii) at the request of the Leader of the Council, the Licensing and Corporate Business Committee being requested to establish an assessment panel to consider the permanent appointment of the Council's Head of Paid Service be noted, with the panel to include the Leader of the Council, the Corporate Services Portfolio Holder and the Leaders of other political groups.

91. **DECISION MADE UNDER URGENCY PROVISIONS - COUNCIL TAX SECOND HOME PREMIUM –**
(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

The Cabinet received a Record of Executive Decision, which set out a decision made under urgency powers on 20th March, 2026 by the Executive Director to set aside the implementation of the Council's Council Tax Second Home Premium.

The Record explained that there had been process errors made by officers in the setting of the premium and that statutory guidance had not been followed correctly. It was explained to Members that the decision had been made under urgency powers contained within Part 4 of the Council's constitution and that it was for this reason that the matter had been presented to the Cabinet for noting.

The Cabinet NOTED the action taken, as set out in the Record of Executive Decision dated 20th March, 2026.

The Meeting closed at 7.28 pm.

CLLR GARETH WILLIAMS, LEADER OF THE COUNCIL

CABINET

COUNCILLOR GARETH WILLIAMS
LEADER OF THE COUNCIL

2 JUNE 2026

KEY DECISION: NO

REPORT NO. ED2606

**COUNCIL PLAN AND RISK REGISTER QUARTERLY UPDATE
AND YEAR END 2025/26****SUMMARY AND RECOMMENDATIONS:**

This report sets out the performance monitoring for the Council Delivery Plan for the fourth quarter and end of year of 2025/26. Annex A sets out progress on key projects and activities and Annex B sets out a range of indicators and measures used by the Council to monitor how the Council runs services and how the borough is performing.

The report also sets out the key risks that could impact on the Council's services and the delivery of the Council's key priorities and includes the updated register of risks at Annexes C and D.

The Cabinet is recommended to:

- i) Note the progress made towards delivering the Council Delivery Plan and the latest performance information
- ii) Consider changes to the Corporate Risk Register as set out in section 6 of this report.

1. INTRODUCTION

1.1 Regular performance management is used to understand service performance and drive improvement across the Council's services.

1.2 Effective performance management:

- Helps to ensure that the Council is achieving what it set out to do and giving good value for money – without measuring results it is difficult to tell success from failure
- It enables the understanding of "how the Council is doing"
- Helps to identify success (so that it can be rewarded and learnt from) and to identify failure (so that it can be corrected and learnt from)
- Is linked to good decision making - using information about how things are now in order to make decisions about how to make them better
- Helps to ensure decisions have been carried through
- Is at the heart of good management

1.3 This report sets out performance monitoring information for the Council's Delivery Plan, Council performance data and the risk register for the period of January to March 2026 and the end of year. Annex A sets out progress on key projects and activities in the Council's Delivery Plan and annex B sets out a range

of indicators and measures used by the Council to monitor how the Council runs services and how the borough is performing.

2. BACKGROUND TO THE DELIVERY PLAN

2.1 The Council Delivery Plan was approved at Council at its meeting on [10 July 2025](#). The plan sets out the Council's priorities and the key projects and activities the Council will take over the next year that contribute towards delivering the new strategic priorities.

2.2 The Plan is structured across five themes:

- Skills, Economy, and Regeneration.
- Homes for All: Quality Living, Affordable Housing.
- Community and Wellbeing: Active Lives, Healthier and Stronger Communities.
- Pride in Place: Clean, Safe and Vibrant Neighbourhoods.
- The Future and Financial Sustainability.

2.3 The Delivery Plan currently includes 23 priorities which for performance monitoring are each assigned a status of blue (complete), red (not on track), amber (risk of non-delivery or part delivery only) or green (on track). Each priority also has a direction of travel status to enable members to see whether the status of a project or activity is improving or not since the previous quarter. The Delivery Plan key measures of success, have a status code to whether they are on track to meet the target, currently not on track to meet the target or the target has been met.

2.4 Annex B sets out a mix of measures and indicators that have been selected to show council service performance and also provide a picture of how the borough is performing.

2.5 The Corporate Risk Register is also included in the Council's quarterly performance reports to highlight factors that could impact on the future delivery of the Council Plan or affect the Council's service performance.

3 PROGRESS AGAINST THE DELIVERY PLAN

3.1 Annex A sets out the position of delivering the plan at the end of quarter 4 (31 March 2026), with 19 the 23 (83%) of the priorities completed or on track. There has been good progress against the plan and key highlights this quarter are shown by theme below. In addition, 30 of the measures that the council have a direct effect on with targets, had their targets met by the end of 2025/26.

3.2 Economy, Skills and Regeneration

- Working with Job Centre Plus the council have successfully connected 30 local employers with over 700 jobseekers; promoted the StepUp8 Academy's Skills 2 Bootcamps in Film & Television and hosted Equal Potential's Neurodiversity Job Club at the council offices
- Launched the [Aldershot and Farnborough Growth Partnership](#) with our excellent local defence, aerospace and engineering businesses and vital public sector

partners. The partnership will work together, combining strengths, to drive economic growth, attract investment, increase skills and boost job creation in Rushmoor

- Delivered town centre events such as our regular market and craft fairs, Easter events including a 2-week Easter trail in both towns, spring festival in Aldershot and the second Young Business Showcase in Farnborough in March
- Launched RBC new work experience programme with 50 applications for placements starting in summer 2026
- Continued preparations alongside DWP for a Youth Hub to open in summer 2026 to help 16-25 year olds into employment
- Developed and successfully launched a Rushmoor wide ['What's On'](#) calendar showing council, community, family, business, careers and skills events across Rushmoor. Event organisers can apply to list their event on the calendar via form on the website

3.3 Homes for All: Quality Living, Affordable Housing

- Annual target for the delivery of affordable homes is met – 161 in total
- New timetable for local plan preparation agreed by Cabinet and published in March 2026 (formal notice of commencement now scheduled for May 2026).
- Rushmoor has commissioned Home Group to run the Hampshire County Council commissioned service at Grosvenor Road, from 1st April. The service has been transferred successfully
- Social housing allocation policy - We identified a need to strengthen our understanding of specific health issues (Neurodiversity, Mental Health, and vulnerabilities linked to older age). User research is planned to address these gaps
- Civic Quarter – Options for procurement of CQ Strategic Delivery Review explored in line with proposed scope and a preferred delivery route identified. Negotiations continue with potential partners regarding disposal / delivery opportunities across the site

3.4 Community and Wellbeing: Active Lives, Healthier and Stronger Communities

- Continuation of Active travel grant - delivering balance, glide and ride programme in schools
- Be Active Hampshire programme providing various local offers and encouraging active lifestyles
- Delivery of wellbeing walks - up to 18 people at some sessions
- Planning for the Armed Forces Day National Event 2026 is well underway. Two large grant applications have been submitted to Arts Council England to support activities linked to the event
- Leisure Centre - The Council's Development Management Committee resolved that planning permission be granted subject to s106 Agreement
- International Woman's Day 8th March 26 was a success with 200 people attending, which is double the amount of people compared to previous years

- Delivery of first Northern Hampshire Armed Forces Covenant Conference held on 10th March at Princes Hall, Aldershot
- The young at heart, staying active and connected booklet is being designed – ready April/May
- Sport in Mind yoga successful at Love Your Studio with approximately 12 participants attending each week

3.5 Pride in Place: Clean, Safe and Vibrant Neighbourhoods

- New small electrical recycling banks have continued to be well used, with tonnage collected well exceeding expectations
- Bid submitted to Keep Britain Tidy's Chewing Gum Task Force for a grant to remove chewing gum from the streets in the town centre of North Camp, along with a behaviour change campaign
- Number of reported fly tipping incidents reduced in 2025/26
- ASB Patrols continue to be carried out in our town centres with 333 hours in ATC and 177 in FTC
- Youth Outreach provision continued with another 10 sessions carried out
- Community Safety Survey carried out during February which included 2 public engagements events alongside police colleagues. 801 responses received. Work is currently underway to analyse the results

3.6 The Future and Financial Sustainability

- Ministerial decision made on local government reorganisation: to [implement option 1A](#) as proposed by the Council
- Council decided to make no change in the community governance arrangements within Rushmoor
- Youth Climate Ambassador's took part in a half-day Bushcraft session at Runways End Outdoor Activity Centre, where they experienced hands-on learning in an outdoor environment and developed a range of sustainable, practical skills
- In March the Council hosted a Climate Debate, giving a group of 16 students from Wavell school the opportunity to take part in a formal debate in the Council Chamber
- Review of the Performance Management Framework and the performance data measures for 2026/27 has started
- Corporate Peer Challenge programme closed with actions completed, closed, or transferred to alternative governance arrangements.
- 2026/27 Budget and MTFs approved
- Finalised the council Asset Management Strategy which sets a clear framework as to how the council manages its building estate and land assets, aligning with the council's delivery plan, financial priorities and risk appetite
- Continued with strategic disposal sale of property

3.7 Four priorities do have an amber status at the end of quarter four, these are:

- Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards– amber because of the complex cases and workload pressures
- Make it easier to understand how the Council allocates social housing – amber because implementation will not be achieved by March 2026 as originally planned
- Regenerate council-owned brownfield land with new and affordable homes – amber due to delay in procuring a suitable contractor to undertake the strategic development review of the Civic Quarter site
- ‘Implement processes and monitoring to ensure accountability for the Delivery Plan is clear and that progress is regularly reviewed, with actions taken to manage any variances’ is amber because full implementation of the Performance Management Framework required the new management structure to be in place, and LGR is impacting staff capacity and workloads

4 Performance Measures and Indicators

4.1 The Council’s performance data (annex B) sets out the quarterly position of the Councils key indicators and measures. These measure and indicators provide a picture of service performance and how the borough is performing, with some providing an outcome measure against the priorities.

4.2 Key matters impacting performance to note this quarter:

- **Website feedback score** – In Q4 positive feedback around new year bin collections and the upcoming Armed Forces Day event
- **Cleanliness indicator – litter and detritus** –below target and litter has improve from last tranche
- **Recycling rate** - for Q3 (data is one quarter behind), was 44.2% which was higher than Q3 last year (42.7%)
- **CS call abandon rate** – below expected range of 8-10%, at 7.6% and improvement from last quarter
- **Planning appeals allowed** - in Q4 was 50%, which is above target of 40%. But for the whole year it was 33.3% which is below target
- **% of invoices paid on time** (within 30 days) - in Q4 was 94.3.6% which is below the target of 95%. But for the whole year it was 96.25% which is above the target
- **Gross affordable housing completions** - The target of 150 a year was met but the 3 year target of 450 was not met.

4.3 The indicators and measures used will evolve and will be reviewed regularly to give the best view of overall service and borough performance.

5 Annual Report

5.1 The Annual Report 2025/26 will provide an overview of delivery against the council’s strategic priorities during the year, demonstrating progress in driving economic growth, improving housing provision, supporting communities and enhancing local environments.

- 5.2 The Annual Report will be published in the next month and will outline key achievements, and reflect the council's continued focus on partnership working, regeneration and long-term sustainability.

6 Corporate Risk Register

Summary & Overview

- 6.1 The corporate risk management system continues to be routinely maintained and referred to by Services and Senior Managers as a tool for overseeing the Council's activity – particularly in regard to managing its most significant risks.
- 6.2 In order to implement the updates previously made to the risk management policy, once the ongoing structure of the Council is finalised work will take place to update the structure/template of the risk registers. A training programme will then take place to embed the new processes throughout the organisation.
- 6.3 The Council's risk management arrangements were subject to an audit during Q3/Q4 2025/26, with the final report being received in March 2026. Overall the Council's arrangements were given a 'Reasonable' assurance level. As part of the management response Service Heads and risk owners are reminded of the importance of keeping appropriate records when making key decisions regarding risk, particularly in the justification of archiving risks.
- 6.4 The public version of the Corporate Risk Register (v23.1) is attached as annex C. This version of the register has had information redacted or removed due to its sensitive nature. For full transparency these redacted/removed risks are made available to Cabinet, prior to the Cabinet meeting at which they are discussed and at meetings held with the respective Portfolio Holders.
- 6.5 Annex D, is an additional corporate risk report in the form of a high-level dashboard. This report illustrates and highlights the corporate risks on the register with the largest 'risk gap'. As above, those risks removed from the public register due to their sensitivity are not included in this public version of the dashboard but are provided to Cabinet.
- 6.6 The risk on the dashboard report can be considered as those matters where the greatest level of unmitigated risk is being carried by the Council, by virtue of the gap between the current position (the residual risk) and the target position. It is recommended that Portfolio Holders regularly discuss these particular risks with Officers in order to determine whether the assessment of the Council's position is accurate and whether or not the mitigation plans are adequate.
- 6.7 Following the creation of this report in the previous quarter and the new focus it provided, significant updates have been made to a number of risks, including updating risk scores. This focus on the previous quarter's dashboard of top risks was necessary as it clearly showed that those with the greatest risk gaps did not align with the Council's current risk profile. Where risk gaps have been reduced, this has been done so in closer review and recognition of the impact of the mitigation in place. In some cases the appropriateness of the target score was

also questioned and updated – particularly for risks where we have only a small influence on the overall outcome e.g. educational attainment.

- 6.8 As a result of this work the dashboard of highest risks has now changed and is considered to be a more accurate illustration/summary of the priority risk areas for the Council.

Strategic Risks

- 6.9 The key strategic risks within v23.1 of the Corporate Risk Register predominantly relate to areas that the Council often only has partial influence upon, including wider community risks such as health outcomes and deteriorating economic conditions.
- 6.10 The ‘NHS healthcare’ risk has been removed since ICB assurances and arrangements now in place.
- 6.11 The risk relating to ‘poor educational attainment’ has had its target risk score raised in recognition of Rushmoor’s inability to further influence/mitigate, with its target risk now being met.

Standing Corporate Risks

- 6.12 The Council’s standing corporate risks are generally more operational in nature and relate directly to the work of the Council.
- 6.13 One additional risk has been added to this register; the ‘risk to staff recruitment and retention during the LGR transition’. This will be monitored closely as the process takes place.
- 6.14 The residual risk score for ‘insufficient funding for projects’ has been reduced. As a result the risk gap has been reduced. The ‘financial sustainability’ residual and target risk has also been reduced, which overall brings about a small reduction in the risk gap. The ‘civic quarter Farnborough’ target risk has increased, reducing the risk gap. The ‘regen of town centres’ target risk has reduced, increasing the risk gap. The ‘employee alignment’ residual risk has reduced and the target risk increased, now showing that the target risk has been met with the current mitigation in place. The ‘Union Yard’ residual risk has been reduced, but the target risk has also reduced – demonstrating a significant change in the project position as it draws towards completion.

Escalated Service Risks

- 6.15 The Council’s escalated service risks are generally operational and more transient in nature and are therefore expected to develop and change quicker than others on the register.
- 6.16 One new risk has been included within this section of the register – for National Armed Forces Day, although given its sensitivity and links to security the detail has been redacted.
- 6.17 The ‘UKSPF funding’ risk has been de-escalated since the last quarter, this follows work to ensure all funding gaps were identified and appropriately

managed. The 'failure to provide temporary accommodation' risk has been de-escalated, with short-term arrangements now in place and longer-term plans now being considered. The 'resettlement scheme' residual risk was also de-escalated as the new arrangements in place are embedded – and management of this risk is now considered 'business as usual' for the service.

- 6.18 The 'RDP' residual and target risk scores should be noted as having been raised, with no change in the risk gap but showing a significant change in position.

7 IMPLICATIONS

Risks

- 7.1 There are no key risks associated with the decisions in this report. Annex C sets out the Council's Risk Register.

Legal Implications

- 7.2 No direct legal implications are identified as a result of this report which is for information purposes only.

Financial Implications

- 7.3 No direct financial implications are identified within this report, however quality performance management throughout the financial year supports the council in the delivery of services to budget. Through good management the council can support the achievement of value for money when utilising public funds.

- 7.4 There are regular budget management reports to Cabinet, the last one of these was [Month 10](#) (January) which went to Cabinet in March. Below is the executive summary of this report:

The Council has a statutory obligation to set and maintain a balanced budget. In February 2025 the Council identified a significant challenge to its future financial sustainability (as set out at the February 2025 Budget Council). The forecast outturn for 2025/26 projects the council is working within its approved budget and will achieve the full £1.8million savings requirement.

Resource Implications

- 7.5 There are no direct resource implications as a result of this report.

Equalities Impact Implications

- 7.6 There are no direct equalities impact implications as a result of this report.

8. CONCLUSIONS

- 8.1 Overall the fourth quarter of 2025/26 has shown good progress against the delivery plan. The broad range of indicators enable members to consider how delivery of the priorities is achieving desired outcomes and change across the borough and council services.

LIST OF APPENDICES/ANNEXES:

Annex A – Council Delivery Plan monitoring Q4

Annex B – Rushmoor Borough Council Performance Data – Q4 2025/26

Annex C – Corporate Risk Register

Annex D – Corporate Risk Dashboard – Risk Gap

BACKGROUND DOCUMENTS:

Council Delivery Plan 2025/26

CONTACT DETAILS:

Report Authors –

Sharon Sullivan, Policy Officer - 01252 398465

sharon.sullivan@rushmoor.gov.uk

Roger Sanders, Corporate Risk Manager – 01252 398809

roger.sanders@rushmoor.gov.uk

Head of Service –

Karen Edwards, Executive Director

karen.edwards@rushmoor.gov.uk



Council Delivery Plan Monitoring

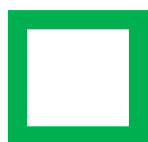
Quarter 4 – 2025/26

January – March

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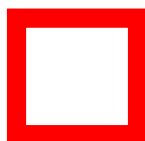
Key: Delivery Plan priorities



Green
- indicates that the activities are on track



Amber - flags up that achieving the activities is in question. *For example, this could be due to not meeting the original timescales.*



Red - indicates that we are not on track to fully achieve the project or activities



Blue - indicates that project has been completed



Improvement in status from last quarter



No change in status from last quarter



Decline in status from last quarter

Key: Delivery Plan measures status

Letter code

D = Where the Council is able to influence the measure or indicator directly.

I = Where the Council can only influence changes




A = Data published annually

Q = Data published quarterly

Where the measure is a 'D' and there is a target		
Target met 	Currently on track 	Currently not on track



Council Delivery Plan - Progress Dashboard Q4 (% of priorities on track or completed)	Priority status
Skills, Economy and Regeneration	100%
Promote access to skills, development and training so residents can be part of a thriving local economy	
Work with businesses to attract and retain jobs, through active place-making and targeting of key industries	
Promote the development of Rushmoor's towns to meet the needs of businesses and residents, partnering with experts to deliver strategic transformation of town centres and neighbourhoods	
Homes for All: Quality Living, Affordable Housing	50%
Improve social housing performance through more active engagement with providers	
Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards	
Provide good quality temporary accommodation	
Make it easier to understand how the Council allocates social housing	
Progress a new Local Plan that maximises delivery of new homes	
Regenerate council-owned brownfield land with new and affordable homes	
Community and Wellbeing: Active Lives, Healthier and Stronger Communities	100%
Ensure all residents have access to opportunities for physical exercise	
A new leisure centre in Farnborough	
Enable a programme of community and cultural activities that engages everyone	
Supporting the priorities of the Armed Forces Champion to deliver activities for the Armed Forces Community	
Address health inequalities through partnerships with providers and other local authorities	
Work with partners to improve access to, and awareness of, mental health support -	
Pride in Place: Clean, Safe and Vibrant Neighbourhoods	100%
Cleaner streets – implement initiatives to reduce fly-tipping	
Cabinet Pride in Place champion to encourage local, cleaner streets projects	
Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour	
The Future and Financial Sustainability	80%
Achieve for the best outcome for Rushmoor residents and business from Devolution and Local Government Reorganisation	
Deliver a refreshed and more ambitious Climate Change Action Plan	
Implement processes and monitoring to ensure accountability for the Delivery Plan is clear and that progress is regularly reviewed, with actions taken to manage any variances	
Achieve financial sustainability through delivery of the Financial Recovery Plan	
Ensure a culture of continuous improvement through delivery of the Corporate Peer Challenge recommendations and actions	




Economy, Skills and Regeneration






Priority	Status this quarter	Significant highlights this quarter	Significant issues this quarter	Coming up in next quarter	Portfolio
<p>Promote access to skills, development and training so residents can be part of a thriving local economy</p>		<ul style="list-style-type: none"> • Initiatives have included working with Job Centre Plus to connect local employers with jobseekers, promoting StepUp8 Academy’s Skills Bootcamp, supporting Farnborough Hill’s careers event and hosting Equal Potential’s Neurodiversity Job Club at the council offices. • Over 50 applications have been received for RBC’s new work experience programme with the first placements expected in June and July 	<p>Slight delays in finalising the Careers Discovery Trails</p>	<ul style="list-style-type: none"> • Initiatives to promote access to skills, development and training will include the Farnborough Job Fair (15 May) with expected representation from 30 businesses and partners. • Careers Discovery Trails to be launched. • An RBC-led bid for the Rushmoor ‘Youth Hub’ is expected to be completed and submitted. 	<p>Economy, Skills & Regeneration</p>
<p>Work with businesses to attract and retain jobs, through active place-making and targeting of key industries</p>		<ul style="list-style-type: none"> • Launch of the Aldershot and Farnborough Growth Partnership at a business breakfast event in February. This roundtable included senior representation from local employers and partners and secured a commitment to work together to support jobs and growth. • Ongoing work to support Rushmoor’s businesses via our business support partners IncuHive and SeedL. IncuHive has supported 29 businesses directly this quarter. SeedL has supported local businesses with 171 hours of free training. • Four project bids were submitted to Hampshire County Council for the LEP legacy funding. Two RBC-led and two industry-led. Two bids have progressed to the next stage of the decision-making process. 	<p>None</p>	<ul style="list-style-type: none"> • Launch of the Aldershot and Farnborough Growth Partnership investment prospectus and website which seek to drive investment into the area. Action plan to be agreed following 1-1s with business representatives. • The council will once again be a partner for the Farnborough Business Expo taking place on 15 April at The Village Hotel. • Generative AI for Small Businesses event to be held on 21 April (originally scheduled for March) and ‘Insights from the Bank of England (19 May). 	<p>Economy, Skills & Regeneration</p>
<p>Promote the development of Rushmoor’s towns to meet the needs of businesses and</p>		<ul style="list-style-type: none"> • An early Easter meant that two Easter events (28-29 March) and a 2-week Easter trail were commissioned and delivered. • Other town centre events have included a Spring Festival and Craft Fayre in Aldershot and a Young Business Showcase in Farnborough. 	<p>None</p>	<ul style="list-style-type: none"> • Spring and Summer will see a number of events and activities including Victoria Day (6 June) and the Armed Forces Day National Event. 	<p>Economy, Skills & Regeneration</p>




residents, partnering with experts to deliver strategic transformation of town centres and neighbourhoods	<ul style="list-style-type: none"> Launched a Rushmoor wide 'What's On' calendar showing council, community, family, business, careers and skills events across Rushmoor. 	<ul style="list-style-type: none"> Other events include the Farnborough Craft Fayre (2 May and 13 June).
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Economy, Skills and Regeneration Measures Dashboard



Measure	I or D	Q or A	Baseline	Target	Q4 position	Comment
Number of businesses and partners engaging residents in employment and skills	D	Q	New measure	50	129 in 2025/26 	Target met. In quarter 4, 50 businesses, freelancers and partners attended a digital and creative industries networking event in February, convened by RBC in partnership with Farnborough International Studios and the University of Winchester.
Number of residents supported in accessing a training/ upskilling programme, gaining a qualification or gaining employment	D	Q	New measure	1000	1350 in 2025/26 	Target met. RBC has received over 50 applications for its refreshed Work Experience programme. The number of successful placements cannot be confirmed at this stage.
Positive feedback on our impact on skills development, job prospects and educational opportunities	D	A	New measure	TBC	See comment	Positive feedback was received from a range of partners recognising support for skills development, employment and business growth. This included support for expanding supported internships, connecting employers with jobseekers, promoting skills bootcamps, enabling careers and inclusion-focused events, supporting business development, and providing regular, useful updates through local networks.




Increased further and higher education institutions activity focused on skills development for employment	D	A	New measure	7	7 	<p>Q1: Rushmoor facilitated local teachers visiting FI Studios & Farnborough Airport with Hampshire Careers Hub.</p> <p>Q2: Rushmoor Work Experience programme launched with local secondary schools and colleges.</p> <p>Q3: Rushmoor led discussions with DWP and FCoT to strengthen provision for NEETs, securing agreement from FCoT to fund a resilience programme delivered by Hampshire Fire & Rescue Service. RBC also facilitated The Sixth Form College's participation in the ADS Rocket competition, strengthening links between education and the aerospace sector.</p> <p>Q4: Support provided for the Inspire and Aspire programmes at The Sixth Form College Farnborough, assistance with an ADS-led LEP funding bid alongside FCoT, support for AI-focused engagement through the Connecting Classrooms event, and partnership working on careers-related activity via the Prospect Trust's Careers Discovery Trail.</p>
Number of entrepreneurs, start-ups and businesses supported	D	Q	New measure	60 businesses 2025/26 150 hrs pa	93 1-1 advice sessions and 384 hours of training in 2025/26 	Target met. Business advice delivered by IncuHive continued to exceed targets, alongside a strong level of training hours accessed through the SEEDL platform.
Develop place narratives, develop a sector development plan and establish relevant forums by December 2025	D	A	N/A	December 2025		The first meeting of the Aldershot and Farnborough Growth Partnership took place on 6 February with


						representatives from key businesses and public sector organisations in the borough. An investment prospectus, action plan and website are in development with a further meeting anticipated later in the year to formalise the group.
Number of inward investments and new jobs in the aerospace, defence and technology sectors.	D	A	New measure	5 projects	5 projects in 2025/26 	Target met. Future Forwarding opened a new office in Abbey House, Farnborough.
Business forum members feedback on difference to their work and productivity.	D	A	New measure	200 jobs	See comment	The Aldershot and Farnborough Growth Partnership will provide a conduit to gather this intelligence but it is too early in the process to gather this feedback.
Vacancy rates	D	Q	March 2025 Aldershot 13% Farnborough 9% North Camp 9%	March 2026 Aldershot 11% Farnborough 8% North Camp 8%	March 2026 Aldershot 10% (29 units)  Farnborough 9% (16 units)  North Camp 8% (8 units) 	11 new business opened and 4 closed <ul style="list-style-type: none"> Opened in Aldershot: Fade Club (barber), Lucky Dragon (buffet restaurant), Dunga (Nepalese bar and restaurant), Crumble and Co (café/desserts) and Aldershot Contemporary CIC (art gallery) Opened in Farnborough: El Patron (barber), LUXE Nails and Beauty and City Bazaar (off-licence) Opened in North Camp: Mythos (Greek restaurant), Niyom Thai Massage, and Guardian Angell Pet Grooming
town centre footfall (Aldershot)* Data only available for Aldershot, to be reported quarterly.	D	Q	2,864,120 visitors in Aldershot in 2024/25	2.9m 2025/26	2.46m in 2025/26 	There were 601,902 visitors to Aldershot in Q4, and a total of 2,426,286 visitors to Aldershot in 2025/26. This is lower than 2024/25, where there was a total of 2,863,247

						visitors. Footfall was affected by the Victoria Road closure.
Number of RBC partially funded and supported external events and arts projects held in Rushmoor	D	Q	New measure	35 2025/26	62 in 2025/26 	Target met. This Quarter has focused on two large grant applications (totalling £150,000 from Arts Council England), supporting the Armed Forces Day National Event, planning the 2026 core annual events programme and supporting local arts organisations to bring their projects into Rushmoor. Other projects include a Spring Festival in Union Yard in Aldershot and a Young Business Showcase in Farnborough.
Number of RBC directly funded and managed events (including craft fayres) held in Aldershot and Farnborough town centres	D	Q	New measure	38 2025/26	62 in 2025/26 	Target met. An early Easter meant that two small scale Easter events (28-29 March 2026) and a 2-week trail were commissioned and delivered. There have also been three craft fayres in Aldershot and Farnborough.
Town centre square developed by end May 2025	D	A	May 2025	May 2025	Target met 	
Increased satisfaction with the town centres	D	A	2023 – 16.3% very or fairly satisfied	25%	Online –17.9% Face to face- 34% <i>The results from the surveys are not directly comparable</i>	No further update. Residents survey was carried out in December 2025. There was a representative face-to-face survey and an online survey. The target was based on an online survey. However, the online survey in 2025 had a low response rate.
Qualitative feedback on RBC managed events and activities	D	A	New measure	TBC	See comment	Feedback Survey currently under development and will go live in May 2026.
Unemployment - Claimant Count % of the working age population	I	Q	March 2025 – 2.9% (2,015 people) Revised figures	Decrease	3.1%	Latest data is March 2025 and shows an increase in numbers – 2,175 people
Reduction in Universal credit claimants 16-24 searching for work	I	Q	March 2025 – 316 (revised figure)	Decrease	385	Latest data is March 2026 and shows increase in numbers



Homes for All: Quality Living, Affordable Housing

Priority	Status this quarter	Significant highlights this quarter	Significant issues this quarter	Coming up in next quarter	Portfolio
Improve social housing performance through more active engagement with providers		<ul style="list-style-type: none"> Annual target for the delivery of affordable homes is met – 161 in total. Work is progressed with Vivid on Local Lettings Plan for Union Yard, to be in place for exchange of contract. Housing Oversight Group is established 	None	<ul style="list-style-type: none"> Handover of Union Yard blocks C&D to Vivid. Leader invitations to go out to Metropolitan Thames Valley Housing, Southern Housing Group, A2 Dominion. Housing to be key focus of Overview and Scrutiny Committee in June. Rushmoor to host/ chair Hampshire Housing Enabler's network meetings 2026/27 with the first meeting of 3 scheduled in June 	Housing & Planning
Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards		<ul style="list-style-type: none"> Continued training on Renters Rights through Operation Jigsaw Training also on new Investigatory Powers Work on Supported Housing with Housing Strategy Civil Penalties Policy pulled together, further minor works required Housing Enforcement Policy pulled together, further minor works required 	<ul style="list-style-type: none"> Delivery of DFG's slow due to new staff and more complex cases coming through from Social Services Workload increasing still and team under extreme pressure Still working with IT to look at new Delta return for Private Sector Housing enforcement work 	<ul style="list-style-type: none"> Existing Housing Delta return will land, again will work with IT/HOTs/Strategic Housing to respond Renters Rights comes in on 1st May 2026, to include new Investigatory powers and a whole new realm of tenancy related enforcement actions Renters Rights introducing a duty to take enforcement action Proposed approval of Civil Penalties Policy by Cabinet Proposed approval of Housing Enforcement Policy by Cabinet 	Housing & Planning

<p>Provide good quality temporary accommodation</p>		<ul style="list-style-type: none"> • Hampshire County Council commissioned service at Grosvenor Road run by Two Saints has been terminated. RBC have commissioned Home Group to run the scheme from 1st April. The service has been transferred successfully. • Society of St James (SSJ) are dealing with the damp and mould, the council provided grant funding to cover top up heating costs. 	<p>Audit report for Temporary Accommodation set a management action to conclude the draft nominations agreement with SSJ at Clayton Court. This is in progress to be concluded this quarter.</p>	<p>Senior Leadership Team briefing and commissioning of consultant for supported housing needs assessment and draft strategy.</p>	<p>Housing & Planning</p>
<p>Make it easier to understand how the Council allocates social housing</p>		<ul style="list-style-type: none"> • Work to amend and align the policy with current ways of working has commenced, improving clarity and consistency. • We identified a need to strengthen our understanding of specific health issues (Neurodiversity, Mental Health, and vulnerabilities linked to older age). User research is planned to address these gaps. • Broader communication with the Housing team is planned through a workshop to share progress and invite check-and-challenge from colleagues. 	<ul style="list-style-type: none"> • Progress in this phase was delayed due to early-Q4 discussions about project scope, alongside some project time being impacted by personal circumstances. • Implementation will not be achieved by March 2026 as originally planned. 	<ul style="list-style-type: none"> • Completion of the policy changes and development of staff guidance, informed by user research. • Testing of the updated policy and guidance ahead of sign-off. 	<p>Housing & Planning</p>
<p>Progress a new Local Plan that maximises delivery of new homes</p>		<ul style="list-style-type: none"> • New timetable for local plan preparation agreed by Cabinet and published in March 2026 (formal notice of commencement now scheduled for May 2026). Secondary legislation for the new plan-making system was published and came into force in March 2026. • Completion of the methodology for an urban capacity study which will support the team in identifying additional sites in the borough which could deliver residential development. 	<p>Still awaiting guidance on some elements of the new plan-making system and the final new National Planning Policy Framework (NPPF) is not expected to be published until Summer 2026.</p>	<ul style="list-style-type: none"> • Preparation for and launch of the first consultation on the new local plan in June 2026. • Commencement of work on key evidence studies. 	<p>Housing & Planning</p>


		<ul style="list-style-type: none"> Process to procure consultants to prepare key evidence studies is underway. 			
Regenerate council-owned brownfield land with new and affordable homes		<ul style="list-style-type: none"> Civic Quarter – Options for procurement of CQ Strategic Delivery Review explored in line with proposed scope and a preferred delivery route identified. Negotiations continue with potential partners regarding disposal / delivery opportunities across the site. The requirement remains, to ensure all proposals are viable, deliverable and align with the Council’s wider corporate objectives. 	None	<ul style="list-style-type: none"> Civic Quarter – Cabinet approval of the allocation of a budget to facilitate undertaking the CQ Strategic Delivery Review Successful appointment of a consultant to progress early phases of Strategic Delivery Review process. 	Housing & Planning and Economy, Skills & Regeneration



Homes for All: Quality Living, Affordable Housing Measures Dashboard



Measure	I or D	Q or A	Baseline	Target	Q4 position	Comment
Decrease in proportion of residents who believe affordable decent housing needs improving	D	A	24.3% in 2024	22% in 2026	See comment	Next survey due in 2026
Increase in proportion of residents who are satisfied with Council’s housing service (Housing-providing affordable housing to local people, preventing homelessness and providing grants to help people stay in their homes)	D	A	24.5% in 2023	27% in 2025	Online – 13.2% Face to face – 23%	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page.
Enough temporary accommodation units available to meet local needs.	D	A	123 units in 24/25	Maintain 123 units in 25/26	Maintained 	Target for 26/27 is to maintain 123 units.
Demonstrate a five-year supply of deliverable housing land and meet the Government’s housing targets for the area	D	A	586	Current target: 599		Target is currently 599 homes per annum based on the latest data For the purposes of calculating the five-year supply this is 629 homes per annum (as we must include a 5% buffer)


						The latest five-year supply position statement published in March 2026 identified 596 homes per annum which is a housing land supply of 4.74 years
Reduction in number of social housing complaints reported to the Housing Ombudsman	I	A	19 maladministration findings in 2024/25	Fewer than 10 maladministration findings by 2030/31	No update	
Reduction in proportion of social housing properties failing to achieve the Decent Homes Standard	I	A	10 (0.1%) in 2023/24	5 by 2030/31	12 (0.2%) in 2024/25	Updated in Q3
Increase in proportion of social housing properties achieving EPC C	I	A	69% in 2023/24 All housing 2023/24-56.2%	72% in 2025/26	No update All housing 2024/25-59.9%	Data appears to be no longer released by tenure. There has been an improvement in the % for all housing.
Number of private sector housing improvement notices issued by the Council	I	Q	16 in 2024/25	For information	8 in 2025/26	
Reduction in the number of private sector complaints	I	Q	304 in 2024/25	300 by 2030/31	342 in 2025/26	

Community and Wellbeing: Active Lives, Healthier and Stronger Communities





Priority	Status this quarter	Significant highlights this quarter	Significant issues this quarter	Coming up in next quarter	Portfolio
Ensure all residents have access to opportunities for physical exercise		<ul style="list-style-type: none"> Continuation of Active travel grant - delivering balance, glide and ride programme in schools. Criteria of the grant funding this year is to link schools up to the Active Travel team, at Hampshire for further engagement & progressing active travel plans. Be Active Hampshire programme providing various local offers and encouraging active lifestyles. Delivery of wellbeing walks - up to 18 people at some sessions Healthy weight work continuing in local schools re. healthy eating, working with Barnardo's (healthy steps programme) and 	<ul style="list-style-type: none"> Energise Me leadership programme did not go ahead due to low numbers Exercise referral programme at Aldershot – transfer to 	<ul style="list-style-type: none"> Active travel campaign being investigated with Hampshire public health, including bike maintenance sessions at schools – Wavell will be the pilot linking with Bike Start. Active in Rushmoor campaign focus through 	Healthy Communities & Active Lives





		<p>Rushmoor Healthy Living – focus on Nepali children in Cherrywood.</p> <ul style="list-style-type: none"> • Active in Rushmoor webpage updated with monthly highlights. 	<p>Everyone Active, from 1st April – transition of this from Places Leisure. No referrals are being accepted until the transition.</p>	<p>Armed forces event in June</p>	
<p>A new leisure centre in Farnborough</p>		<ul style="list-style-type: none"> • RIBA stage 4 design and pricing concluded. Cabinet approval given to enter into the build contract, subject to planning permission being granted. • The Council's Development Management Committee resolved that planning permission be granted subject to s106 Agreement. 	<p>Increased construction costs due to market conditions and ground contamination on site.</p>	<ul style="list-style-type: none"> • S106 agreement to be finalised • Planning permission to be granted • Construction contract to be signed • Start on site - Pinehurst 26th May & Queensmead 29th June 	<p>Healthy Communities & Active Lives</p>
<p>Enable a programme of community and cultural activities that engages everyone</p>		<ul style="list-style-type: none"> • International Woman's Day 8th March'26 was a success with 200 people attending, which is double the amount of people compared to previous years. Arise Woman's charity gala took place on 28th March, following on from IWD. • Prospect & West End Centre Youth Club receiving on going support work from Fortify – conversation and talk about issues that cause stress anxiety. • Belong working with both Youth Clubs. • Planning for the Armed Forces Day National Event 2026 is well underway. Two large grant applications have been submitted to Arts Council England to support activities linked to the event. • To officially start the 100-day countdown, more than 200 schoolchildren from two local schools in Aldershot and Farnborough visited Queens Parade in Aldershot to view military vehicles, meet serving service personnel and listen to musicians from the Band of The Coldstream Guards. 	<p>Low engagement with gather round meetings</p>	<ul style="list-style-type: none"> • Development of Young People Plan • Active in Rushmoor campaigned at Armed Forces Event 	<p>Healthy Communities & Active Lives</p>

<p>Supporting the priorities of the Armed Forces Champion to deliver activities for the Armed Forces Community</p>		<ul style="list-style-type: none"> • Delivery of first Northern Hampshire Armed Forces Covenant Conference held on 10th March at Princes Hall, Aldershot. Over 120 attendees and 30 difference organisations, including 20 stall holders and a variety of speakers including MOD, Wavell School, School Combined Cadet Force, and a wide variety of local organisations who support armed forces. Event success to facilitate connections and collective learning. Event chaired by Cllr Sophie Porter and hosted by the Armed Forces Covenant Champions for Rushmoor, Hart and Basingstoke councils. • Work with Reserve Forces’ & Cadets Association for the South East (SERFCA) to pull together activity during 2025/26 and submission of a Gold Employer Recognition Scheme application. • Delivery of the 100 days to go event for National Armed Forces Day on 19th March in Aldershot, with participation of 170 local school pupils and regional television news coverage. • Preparation and progress on arrangements for the National Armed Forces Day event 	<ul style="list-style-type: none"> • Review of arrangements for the appointment for the Council’s Armed Forces Covenant Champion, and new constitutional arrangements in place from May 2026. • Planning and organisation for a significant national event: the National Armed Forces Day 	<ul style="list-style-type: none"> • National Armed Forces Day events • Supporting SERFCA activities in respect to Cadets/Reservists • Review of priorities for Armed Forces Covenant Champion for 2026-2028 	<p>Healthy Communities & Active Lives</p>
<p>Address health inequalities through partnerships with providers and other local authorities</p>		<ul style="list-style-type: none"> • Live longer Better exercise and education group completed in Farnborough. Rushmoor Healthy Living secured further funding to run in Aldershot. • Sport in Mind yoga successful at Love Your Studio with approximately 12 participants attending each week. • Steady and Strong investigation into appropriate venues – Looking at parking, chairs, space etc to accommodate users. • The young at heart, staying active and connected booklet is being designed – ready April/May. Planning on doing some face-to-face sessions with older people to promote Live Longer Better and distribute the booklet. • Physical activity clinical champions training been organised at local PCN training days, highlighting local physical activity offers – training offer via public health. 	<p>The transfer of Frimley Health and Care ICS to Hampshire and Isle of Wight ICS and making connections.</p>	<p>Ongoing delivery of work</p>	<p>Healthy Communities & Active Lives</p>

Work with partners to improve access to, and awareness of, mental health support		<ul style="list-style-type: none"> Men's health day booked for Sat 14th November in Princess Mead, Farnborough, to coincide with men's mental health month. 	None	<ul style="list-style-type: none"> Continued delivery of sport offers to support mental health Ongoing work with Sport in Mind Active in Rushmoor at Armed Forces Day. 	Healthy Communities & Active Lives
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Community and Wellbeing: Active Lives, Healthier and Stronger Communities Measures Dashboard



Measure	I or D	Q or A	Baseline	Target	Q4 position	Comment
Farnborough Leisure Centre	D	A	N/A	March 2026 work on site October 2027 open	See comment	An update for the Farnborough leisure Centre is included in the priorities
Increase in number of organisations participating in physical activity campaigns	D	A	2 in 2023/24	20 in 2025/26	20 	No further update. Active in Rushmoor and Feel Good Fridays to start again in Spring 2026.
Increase in number of cohesion-related activities delivered in Rushmoor	D	A	3 in 2024/25	3 in 2025/26	11 	Engagement sessions delivered in January. Skills sharing workshops delivered to partners and council officers. Partner led cohesion related projects funded by RBC ongoing.
Increase in number of school debates held in the Council Chamber and other venues	D	A	0 in 2023/24	1 in 2025/26	1 	Successful and engaging school debate held in March for Wavell students
% of residents that think people from different backgrounds get on well together (Residents Survey 2025)	D	A	66.6% in 2008	Need newer data to form a target	Face to face – 78% Online – 45.4%	The resident's surveys were carried out in December. Please see the consultation reports on the results from our consultation page .
Increase in number of young people attending Aldershot Youth Café	D	Q	Average attendance – 10.5 in 2024/25	Average attendance – 15 in 2025/26	Average 14 	

Increase in number of young people attending Prospect Youth Club	D	Q	Average attendance – 6.5 in 2024/25	Average attendance – 12 in 2025/26	Average 17 	
Increased participation of partners in health programmes, particularly from deprived areas	D	A	3 in 2023/24	5 in 2025/26	5 in 2025/26 	The Nepali exercise and education group, in Farnborough, has finished. Live Longer Better programme continuing. Healthy eating programmes continuing in schools and targeted Nepali healthy weights project at Cherrywood school. Be Active Hampshire programme continuing in the Borough.
Increased promotion of existing sporting offers and provision through the ‘active in Rushmoor’ initiative - TBD	D	A	New measure	TBC	20	Work around Active in Rushmoor will begin again in Spring – work on improving physical activity continues generally.
The number of mental health projects delivered	D	A	3 in 2023/24	2 in 2025/26	5 in 2025/26 	Target met.
The number of organisations participating in men’s health day	D	A	17 in 2023/24	15-20 in 2025/26	Target met 	No further update. This was a really successful project working with 18 stallholders (20 engaged but only 18 showed up on the day)
Increase in average happiness rating among people aged 16 and over	I	A	2022/23 Rushmoor 6.98 Hampshire 7.43 England 7.38	2025/26 Rushmoor 7.20	No update	Data appears to be no longer available.
Decrease in average anxiety rating among people aged 16 and over	I	A	2022/23 Rushmoor 4.33 Hampshire 3.25 England 3.24	2025/26 Rushmoor 4.11	No update	Data appears to be no longer available.
Decrease in number of people registered with depression in Rushmoor	I	A	14.5% in 2022/23	13.5% in 2025/26	15.2% in 2024/25	Data updated in Q3. There has been an increase in the number of people registered with depression from 2023/24 to 2024/25. Data for 2025/26 will not be available until the end of 2026


Decrease in proportion of people reporting high anxiety levels (self-reported wellbeing)	I	A	45.7% in 2022/23	44.0% in 2025/26	No update	
Decrease in prevalence of overweight (including obesity) among adults (18+), based on adjusted self-reported data	I	A	72.0% in 2022/23	70% in 2025/26	64.7% in 2023/24	Data updated in Q2. Currently on track to reach our target but final data will not be available until 2027
Increase in proportion of physically active adults (19+ years)	I	A	69.6% in 2022/23	70.5% in 2025/26	64.5% in 2023/24	Data updated in Q2. Currently not on track to reach our target but final data will not be available until 2027
Decrease in proportion of inactive adults (<30 minutes physical activity per week)	I	A	26.4 in 2023/24	23.05% in 2025/26	No update	
Decrease in hypertension through the Quality and Outcomes Framework (QOF)	I	A	Aldershot PCN - 15.71% in 2023/24 Farnborough PCN - 15.07% in 2023/24	Aldershot PCN: 15.09% in 2025/26 Farnborough PCN: 14.47% in 2025/26	Aldershot PCN – 16.06% in 2024/25 Farnborough PCN – 15.77% in 2024/25	Data updated in Q3. There has been an increase in prevalence of hypertension from 2023/24 to 2024/25. Data for 2025/26 will not be available until the end of 2026.
Increased attendance at local fitness programme 'Rushmoor Parkrun'	I	Q	Average weekly attendance –511 in 2024/25	Average weekly attendance – 610 in 2025/26	Average weekly attendance in 2025/26 - 615	Target met.
Increased attendance at local fitness programmes 'Rushmoor Junior Parkrun'	I	Q	Average weekly attendance – 106 in 2024/25	Average weekly attendance – 125 in 2025/26	Average weekly attendance in 2025/26 - 143	Target met.





Pride in Place: Clean, Safe and Vibrant Neighbourhoods

Priority	Status this quarter	Significant highlights this quarter	Significant issues this quarter	Coming up in next quarter	Portfolio
Cleaner streets – implement initiatives to reduce fly-tipping		<ul style="list-style-type: none"> Support provided to the Binfluencer's Big Spring Clean events across every ward in the Borough Food waste recycling and general waste management education campaigns have continued, with 7 events taking place across the borough this quarter 	None	Further education & engagement events planned, including at the Donkey Derby in May	Pride in Place / Neighbourhood Services



<p>Cabinet Pride in Place champion encourage local, cleaner streets projects</p>		<ul style="list-style-type: none"> • Small electrical item recycling education campaigns have continued, with 7 events taking place across the borough this quarter • New small electrical recycling banks have continued to be well used, with tonnage collected well exceeding expectations • Bid submitted to Keep Britain Tidy's Chewing Gum Task Force for a grant to remove chewing gum from the streets in the town centre of North Camp, along with a behaviour change campaign 	<p>None</p>		<p>Pride in Place / Neighbourhood Services</p>
<p>Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour.</p>		<ul style="list-style-type: none"> • ASB Patrols continue to be carried out in our town centres with 333 hours in ATC and 177 in FTC. • Youth Outreach provision continued with another 10 sessions carried out. • Yellow Brick Road project running at capacity with 8 individuals with 2 awaiting mentors. • Community Safety Survey carried out during February which included 2 public engagements events alongside police colleagues. 801 responses received. Work is currently underway to analyse the results. • Partnership collaboration continues with an ASB case review follow up meeting and scheduled 3 people meetings held. • Serious Violence Workshop was also held for agencies to discuss crime stats/trends, review current provision and explore further opportunities and interventions 	<p>None</p>	<p>Awaiting full analysis on the Community Safety Survey carried out in Feb.</p>	<p>Pride in Place / Neighbourhood Services</p>



Pride in Place: Clean, Safe and Vibrant Neighbourhoods Measures Dashboard


Measure	I or D	Q or A	Baseline	Target	Q4 position	Comment
Reduction in reported Flytipping by March 2027	D	Q	858	772 – 10% reduction	746 – 13% reduction 	Data is for all fly-tips, on both public and private including ones which have been investigated but have not resulted clearing by Serco/Rushmoor.
Increase FPNs issued and paid	D	Q	Paid/instalment plan = 71%	Proportion paid: 80% paid	27 issued in 2025/26 85% paid/ instalment plan	

			0 public comms during 24/25	Public awareness: roughly 1 per month		
Increase in street cleanliness	D	Q	3% (litter) 5% (detritus)	<4% <10%	1% (litter) 4% (detritus) 	Reported three times a year
Decrease in number of enquiries related to dog-fouling by March 2027	D	Q	151 reports (56 logged for removal during 2024/25)	5% reduction 144 reports (53 logged for removal)	127 reports in 2025/26 (83 logged for removal) 	The number of enquires was within the target.
Increased resident satisfaction on street cleanliness (Keeping the area clean and tidy - dealing with litter, fly tipping and dog fouling, street cleaning and grass cutting)	D	A	55% satisfied in 2023	58% - 5% increase	Face to face – 65% Online – 36.2%	The resident's surveys were carried out in December. Please see the consultation reports on the results from our consultation page.
Increase in residents' feelings of safety in our town centres <i>Note: this data for local area not town centres</i>	D	A	During the day – 71.1% After dark – 28.6%	During the day – 72% After dark – 30%	Target met 	The annual community safety survey took place in February. During the day – 77.7% After dark – 35.6%
Increase in the number of young people engaged with Think Safe event	D	A	840 attendees	900 attendees 13/18 schools in attendance at event – 72%	See comment	No further update. The baseline data was for 2025/26 so this will be reported in 2026/27
Reduce number of reported instances of antisocial behaviour by March 2027	I	Q	949	10% reduction	1,052 in 2025/26	End of year position: 11% increase.



The Future and Financial Sustainability







Priority	Status this quarter	Significant highlights this quarter	Significant issues this quarter	Coming up in next quarter	Portfolio
Achieve for the best outcome for Rushmoor residents and business from Devolution and Local Government Reorganisation		<ul style="list-style-type: none"> • Council decided to make no change in the community governance arrangements within Rushmoor. • Ministerial decision made on local government reorganisation: to implement option 1A as proposed by the Council. 	None	<ul style="list-style-type: none"> • Establishment of Voluntary Joint Committees and Implementation Team • Respond to requests for further information to be included in Statutory Change Order 	Leader
Deliver a refreshed and more ambitious Climate Change Action Plan		<ul style="list-style-type: none"> • Rushmoor Climate Community Meetings continue to be held with valuable feedback from the group. The RCC monthly updates continue to be shared, detailing relevant updates, local initiatives and information sharing. • Continuation of Youth Climate Ambassador sessions with good engagement. The YCA's took part in a half-day Bushcraft session at Runways End Outdoor Activity Centre, where they experienced hands-on learning in an outdoor environment and developed a range of sustainable, practical skills. • In March the Council hosted a Climate Debate, giving a group of 16 students from Wavell school the opportunity to take part in a formal debate in the Council Chamber. They explored the motion <i>'Fossil fuels are essential for the future of the UK'</i>. The students researched both sides of the argument in the lead up to the debate, before being placed into teams the week before. This allowed them to develop their critical thinking and persuasive argument skills. The debate was moderated by the Mayor, allowing them to have a better understanding of the democratic process. 	None	<ul style="list-style-type: none"> • Publication of the Annual Report along with the Council's Climate Action Scorecard response on the RBC webpage. • Climate Change Impact Assessment training to take place for Officers and briefing for Cabinet Members. 	Healthy Communities & Active Lives

		<ul style="list-style-type: none"> Annual Report for 24/25 drafted, alongside the Climate Action Scorecard Response Climate impact Assessments have been developed. Training options are being finalised and put in place before being formally rolled out in the new municipal year. 			
Implement processes and monitoring to ensure accountability for the Delivery Plan is clear and that progress is regularly reviewed, with actions taken to manage any variances		<ul style="list-style-type: none"> Review of the Performance Management Framework has started Review of the performance data measures for 2026/27 has started 	<ul style="list-style-type: none"> Competing priority work relating to Local Government Reorganisation (LGR) and the Community Governance Review (CGR) has impacted staff capacity and workloads. Full implementation of the Performance Management Framework requires the new management structure to be in place. 	Complete reviews of Performance Management Framework and performance data measures	Leader
Achieve financial sustainability through delivery of the Financial Recovery Plan		<ul style="list-style-type: none"> 2026/27 Budget and MTFS approved Month 9/10 budget management report External Audit for VFM and 2024/25 Statement of Accounts completed Positive feedback regarding External audit management process Q3 Treasury management report Start of Audit processes for 2025/26 Delivery of training, documentation and communications regarding No PO, No Pay Cleared historical internal audit recommendations Finalised the council Asset Management Strategy Continued with strategic disposal sale of property 	<ul style="list-style-type: none"> Achieving certainty on timing and value of capital receipts Corporate engagement in upcoming No PO, No Pay go live for 1 April Recommendations raised during external audit to improve accounts process regarding asset valuations LGR workstream requirements with limited capacity 	<ul style="list-style-type: none"> Year-end close down processes No PO, No Pay go live – 1 April 2026 Ongoing 2025/26 Audit process Work to rebuild assurance in accounts for 2025/26 to work towards a qualified audit opinion Outturn 2025/26 Review of MTFS following Outturn with latest information 	Finance & Resources

<p>Ensure a culture of continuous improvement through delivery of the Corporate Peer Challenge recommendations and actions</p>		<ul style="list-style-type: none"> • Launched Farnborough and Aldershot Growth Partnership • Review of the Performance Management Framework has started • Review of the performance data measures for 2026/27 has started • Strategic Management Arrangements to be considered by Cabinet on 21 April • Civic Quarter Delivery Review to be considered by Cabinet on 21 April • New intranet to be launched 7 April • CPC Programme closed with actions completed, closed, or transferred to alternative governance arrangements 	<ul style="list-style-type: none"> • Review organisational structure delayed due to capacity constraints arising from Local Government Reorganisation 		<p>Leader</p>
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The Future and Financial Sustainability Measures Dashboard

Measure	I or D	Q or A	Baseline	Target	Q4 position	Comment
Increase in proportion of residents that think the Council acts on the concern of local residents	D	A	33.5% - 2023	35%	Online –34.6% Face to face – 51%	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page .
Corporate Peer Challenge feedback report	D	A	N/A	Positive follow up report	Target met 	No further update. Positive feedback report received and published on Council website .
Corporate Peer Challenge - All actions completed by March 2026	D	Q	19% completed by March 2025	100% completed by March 2026	84.4% 38 complete 	45 out of 47 actions in progress or complete. CPC Programme closed with actions completed, closed, or transferred to alternative governance arrangements

Governance review implementation completed by Summer 2025	D	A	Current Constitution	Updated Constitution by Summer 2025	Target met 	No further update.
Organisational review completed	D	A	Current organisational structure	Updated: New organisational structure by February 2026	See comment 	Review organisational structure delayed due to capacity constraints arising from Local Government Reorganisation
Refreshed Performance Management Framework	D	A	Last Revised in June 2023	March 2026	See comment 	Work has started on revising the Performance Management Framework. This will be finalised after the organisational structure is agreed
Performance monitoring reports considered by Cabinet every quarter.	D	A	4 times a year	4 times a year	Target met 	Q3 report completed and considered by Cabinet and Q4 report completed due to be considered by Cabinet
Become a carbon neutral council by 2030 (reduction in carbon emissions)	D	A	2022/23: 1,596.49 tCO2e	0 tCO2e by 2030	See comment	Work is underway to calculate the Council's operational footprint. This has been delayed slightly but will be produced alongside narrative and the roll out of Climate change impact assessments.
Increase Eco Fair Exhibitors by 35%	D	A	9 stallholders in 2024	12 stallholders in 2025	Target met 	No further update.
Establish Youth Climate Ambassador Forum	D	A	Not application	Established by March 2026	Target met 	No further update.

Rushmoor Borough Council Performance Data

Quarter 4 – 2025/26

January – March

	PAGE
Leader	3
Economy, Skills & Regeneration	5
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Key - Measures and indicators

D = Where the Council is able to influence the measure or indicator directly.



I = Where the Council can only influence changes

A = Data published annually






Q = Data published quarterly

S = Data is seasonal and is affected by the time of year and data is compared to the equivalent quarter in the previous year



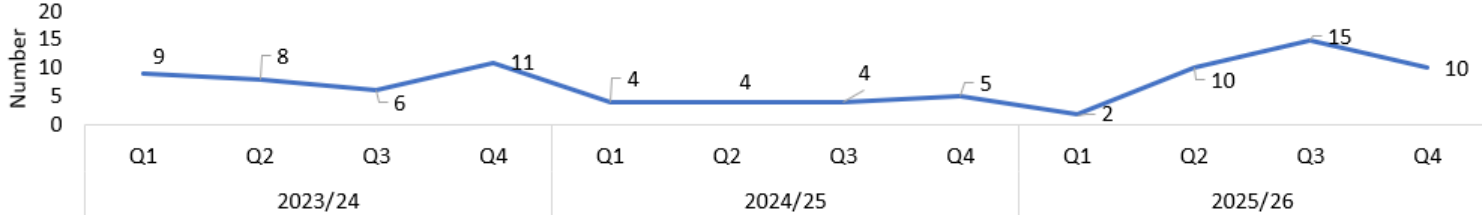



Where the measure is a 'D' and there is a target or expected range












Above target / within expected range	Below target / not within expected range
	

Direction of Travel (DoT)

Data is improving from last comparison period, and the figures are up	Data is improving from last comparison period and the figures are down	Data is declining from last comparison period and the figures are up	Data is declining from last comparison period and the figures are down	Stable – the figures are same as last comparison period
				

Leader

Measure / indicator	I or D	Q or A	S	Target/ expected range	Last comparison quarter	Q4 position	DoT	Comment
Satisfaction with the way the Council runs things (% very and fairly satisfied)	D	A		TBC	Last asked in 2023 - 36.8%	Online –33.8% Face to face – 54%	N/A	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page.
% of residents that think the Council acts on their concerns (% that thought a great deal and a fair amount)	D	A		TBC	Last asked in 2023 - 33.5%	Online –34.6% Face to face – 51%	N/A	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page.
Corporate Complaints – % responded to within policy time (Stage 1)	D	Q		100%	43%	67% 		10 complaints received in Q4, which is a decrease on Q3 were 15 complaints received. One complaint was still in timeframe for a stage one response. Six of the remaining 9 were responded to on time. There was no data on the system for three complaints. The majority of the complaints were about the housing service and planning.
							Data over time for number of complaints	
Percentage of Corporate Peer Challenge actions in progress or completed	D	Q		All actions complete by March 2026	95.7%	95.7% 		45 out of 47 actions in progress or complete. CPC Programme is now closed with actions completed, closed, or transferred to alternative governance arrangements.
Percentage of UKSPF projects on track	D	Q		80% on track	81%	100% on track or completed March 2026		Currently all projects are on track or completed. Some UKSPF activity will carry on until September 2026

								
% of residents that feel informed (% very well and fairly well informed)	D	A		47% (latest LGA figure – October 2024)	Last asked in 2023 - 68.9%	Online –57.7% Face to face – 65%	N/A	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page.
Social media average engagement rate - Mean rate from Facebook, X, Instagram & LinkedIn	D	Q		Over 3% is considered good engagement	7.6%	5.8 		Highlights this quarter included the Armed Forces Day 100-day event. Social media updates on the Farnborough Leisure Centre planning application and the first anniversary of the Union Yard redevelopment saw significant engagement.
Website feedback score	D	Q		Above 3.25 (Baseline score for 2023)	3.18	3.69 		Positive feedback around new year bin collections and the upcoming Armed Forces Day event
Website accessibility - Automated accessibility score from Silktide	D	Q		The Council is working to improve accessibility	69%	68%		Small backlog of PDFs to make more accessible.
Content quality - Automated accessibility score from Silktide	D	Q		The Council is working to improve content	86%	86%		
% of transactions through digital services versus other channels	D	Q	S	70-80%	74%	76% 		76% of 5,609 transactions. Bulky Waste worksheets up 19% from Q4 last year equating to at least £5,336 in extra income.
Number of accidents at work	D	Q		Reduction in the numbers	6	3		All minor in nature e.g. slips/trips, requiring no further Corporate investigation.
Violence at work	D	Q		Reduction in the numbers	6	15		Total number of incidents similar to previous year, still high. Majority abusive behaviour and threats made by telephone, email and in person.

									Information also provided by other agencies such as Police.
									Data over time for health and safety incidents
% of new procurement activity over £5k where social value had a weighting of 10% or greater in the assessment criteria	D	Q		TBC	0%	0%			3 new contracts, 1 framework, 2 awarded to SMEs
% of new contracts over £5k provided to organisations based within the Southeast Region	D	Q		TBC	67%	33%			3 new contracts, 1 awarded to business in southeast region
% of new contracts over £5k provided to SMEs or VCSEs	D	Q		TBC	83%	67%			3 new contracts, 1 framework, 2 awarded to SMEs

Economy, Skills & Regeneration

Measure / indicator	I or D	Q or A	S	Target/ expected range	Last comparison quarter	Q4 position	DoT	Comment
Town Centre vacancy rates - Aldershot	D	Q		Stable or a reduction	10%	10% 		Q4 figures are from March and represents 29 units. In Aldershot there were 5 openings
Town Centre vacancy rates - Farnborough	D	Q		Stable or a reduction	9%	9% 		Q4 figures are from March and represents 16 units. In Farnborough there were three openings.
Town Centre vacancy rates – North Camp	D	Q		Stable or a reduction	8%	8% 		Q4 figures are from March and represents 8 units. In North Camp there were two new openings



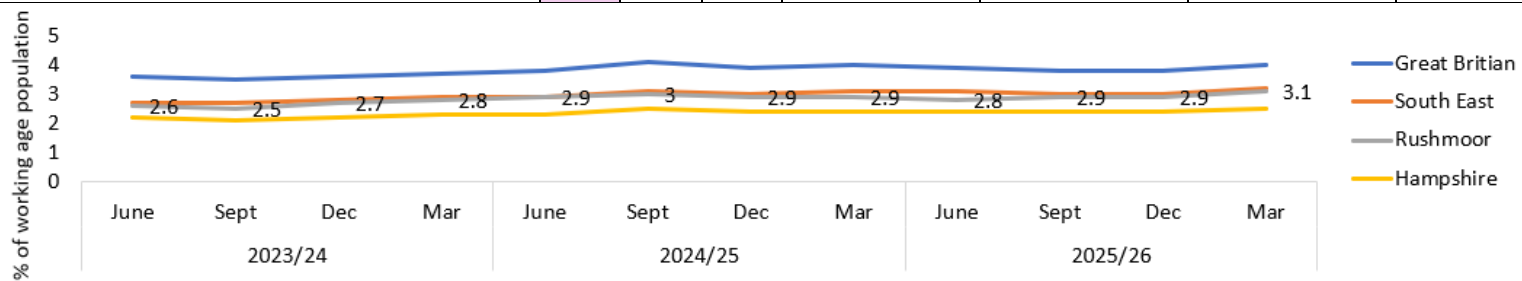
Data over time for Town Centre vacancy rates

Unemployment - Claimant Count % of the working age population

I	Q		Stable or a reduction	2.9% December 2025	3.1% March 2026
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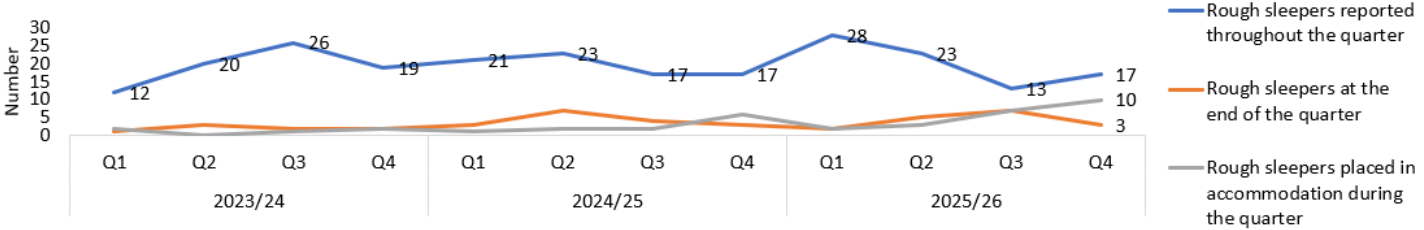




March 2026 – 3.1% (2,175 people)



Data over time for unemployment rates

Housing & Planning

Measure / indicator	I or D	Q or A	S	Target/ expected range	Last comparison quarter	Q4 position	DoT	Comment
Number of homelessness enquiries	D	Q		TBC	268	307		This is one of the largest quarterly increases in cases across the date range above, and the first time in over two years that we have had over 300 case approaches in a quarter. This is likely due to a result of the incoming renters rights act. This act becomes law on 1 st May 2026, so the impact will likely be felt in April 2026 also

	Data over time for number of homelessness enquiries							
Homelessness duty owed, % housed for 6 months at the end of 56 days – currently one quarter behind	D	Q		TBC	Q2 Rushmoor 83.1% South East 53.5% England 53.4%	See comment		Q3 and Q4 data currently unavailable. Q2 data is above the average for the South East and England.
Rough sleepers – number reported throughout the quarter	D	Q		TBC	13	17		There was a SWEP during this period
	Data over time for Rough Sleepers							
B&B costs – gross figure	D	Q	S	TBC	£66,501 Q4 last year	£69,335 estimated		Estimated £156,274 for 2025/26. Which is less than in 2024/25 £278,016.
Number of private sector housing improvement notices issued by the Council	D	Q		For information	1	2	N/A	8 in 2025/26
Reduction in the number of private sector complaints	D	Q		For information	90	83		342 in 2025/26
Gross affordable housing completions	D	Q		450 completions over any three-year period (Average 37.5 per quarter)	19	25  Year to date: 161 Three-year figure: 366		The target of 150 a year was met but the 3 year target of 450 was not met



Data over time for number of affordable housing completions

Planning appeals allowed	D	Q		Under 40%	0%	Q4 - 50%			Number of appeals received in Q4- 1 Number of appeal decisions in Q4- 2 Number allowed in Q4- 1
					2024/25 - 0%	2025/26 - 33.3%			Number of appeals received in 2025/26- 5 Number of appeal decisions in 2025/26- 6 Number allowed in 2025/26- 2
Applications determined within time - Major	D	Q		60%	100%	100%			Three major decisions were issued, all with agreed extensions of time. Figure for the year is 90% which is above the target.
Applications determined within time - Minor	D	Q		65%	92.5%	85.7%			Comfortably above the target/expected range. Figure for the year is 88.7% which is above the target.
Applications determined within time - Other	D	Q		80%	93.6%	96.6%			Comfortably above the target/expected range. Figure for the year is 96.8% which is above the target.
Number of planning applications received	I	Q		For information	163	162			Application submissions are notably lower than Q4 in previous years, but just one less than Q3.



















Data over time for number of planning application

Healthy Communities & Active Lives

Measure / indicator	I or D	Q or A	S	Target/ expected range	Last comparison quarter	Q4 position	DoT	Comment	
% of residents that felt they very strongly or fairly strongly belonged to their local area	D	A		TBC	Last asked in 2024 - 51.3%	Face to face – 78% Online – 49.3%	N/A	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page.	
% of residents that think people from different backgrounds get on well together - % definitely and tend agree	D	A		TBC	Last asked in 2008 – 66.6%	Face to face – 78% Online – 45.4%	N/A	The resident’s surveys were carried out in December. Please see the consultation reports on the results from our consultation page.	
Princes Hall - Professional Show Profit	D	Q	S	TBC	£52,620 Q4 last year	£52,572	⬇️	Slightly less than Q4 last year. However, the income was £208,009 in 2025/26 which was higher than 2024/25 (£178,663)	
Princes Hall - Refreshments Income	D	Q	S	Budget for 2025/26: £210,000	£45,508 Q4 last year	£47,174	⬆️	Slightly up on Q4 last year. The income was £222,831 in 2025/26 which was higher than 2024/25 (£196,346)	
								Data over time for professional show profit and refreshment income	
Carbon footprint – Annual data	D	A		Decrease in tCO2e	1596.49 2022/23	N/A	N/A	Work is underway to calculate the Council’s operational footprint. This has been delayed slightly but will be produced alongside narrative and the roll out of Climate change impact assessments.	

Hide in Place / Neighbourhood Services

Measure / indicator	I or D	Q or A	S	Target/ expected range	Last comparison quarter	Q4 position	DoT	Comment																																
Cleanliness indicator – litter - Reported 3 times a year	D	Q		KPI below 4% for litter	2	1 		T3 data is below KPI																																
Cleanliness indicator – detritus - Reported 3 times a year	D	Q		KPI Below 10% for detritus	4	4 		T3 data is below KPI																																
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Year	Indicator	T1	T2	T3																																				
2023/24	Detritus	9	5	10																																				
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	Litter	2	2	1																																				
Fly-tipping instances	D	Q		TBC	192	210		Total for 2025/26 - 746 3% reduction from 858 in 2024/25																																
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Year	Quarter	Number																																						
2023-24	Q1	114																																						
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Number of enquiries related to dog-fouling	D	Q		Decrease 151 in 2024/25 (56 logged)	29 reports (18 logged)	39 reports (28 logged) In 2025/26: 127 (83 logged) 	 2025/26 	There was reduction on the number of enquires from 2024/25 to 2025/26. There was an increase the number of enquires logged for removal.																																





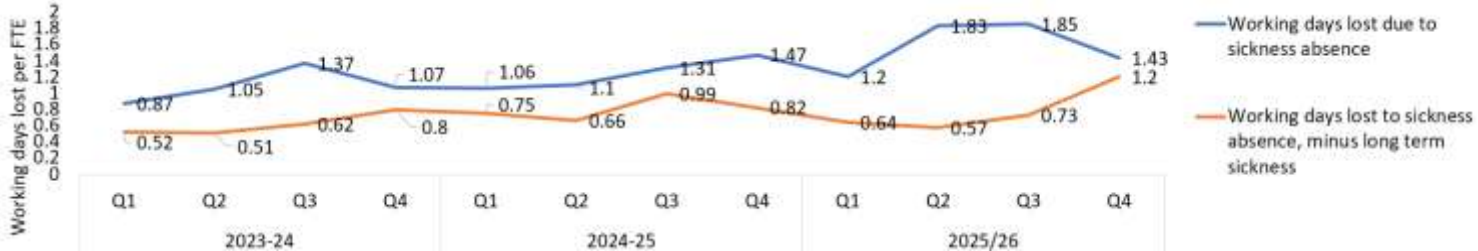
Recycling rate - One quarter behind	D	Q	S	Above 42%	42.7% Q3 last year	44.2%			Dry recycling higher than predicted, but composting, reuse and combined waste all slightly lower.																																																																													
 <p>Data over time for recycling rate</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Quarter</th> <th>Combined rate (%)</th> <th>Dry recycling rate (%)</th> <th>Composting rate (%)</th> <th>Reuse rate (%)</th> </tr> </thead> <tbody> <tr><td>2023-24</td><td>Q1</td><td>44.1%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2023-24</td><td>Q2</td><td>42.6%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2023-24</td><td>Q3</td><td>44.5%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2023-24</td><td>Q4</td><td>42.70%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2024-25</td><td>Q1</td><td>42.8%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2024-25</td><td>Q2</td><td>42.70%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2024-25</td><td>Q3</td><td>40.9%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2024-25</td><td>Q4</td><td>44.60%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2025-26</td><td>Q1</td><td>44.20%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2025-26</td><td>Q2</td><td>44.20%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2025-26</td><td>Q3</td><td>44.20%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> <tr><td>2025-26</td><td>Q4</td><td>44.20%</td><td>43.6%</td><td>39.2%</td><td>44.1%</td></tr> </tbody> </table>									Year	Quarter	Combined rate (%)	Dry recycling rate (%)	Composting rate (%)	Reuse rate (%)	2023-24	Q1	44.1%	43.6%	39.2%	44.1%	2023-24	Q2	42.6%	43.6%	39.2%	44.1%	2023-24	Q3	44.5%	43.6%	39.2%	44.1%	2023-24	Q4	42.70%	43.6%	39.2%	44.1%	2024-25	Q1	42.8%	43.6%	39.2%	44.1%	2024-25	Q2	42.70%	43.6%	39.2%	44.1%	2024-25	Q3	40.9%	43.6%	39.2%	44.1%	2024-25	Q4	44.60%	43.6%	39.2%	44.1%	2025-26	Q1	44.20%	43.6%	39.2%	44.1%	2025-26	Q2	44.20%	43.6%	39.2%	44.1%	2025-26	Q3	44.20%	43.6%	39.2%	44.1%	2025-26	Q4	44.20%	43.6%	39.2%	44.1%
Year	Quarter	Combined rate (%)	Dry recycling rate (%)	Composting rate (%)	Reuse rate (%)																																																																																	
2023-24	Q1	44.1%	43.6%	39.2%	44.1%																																																																																	
2023-24	Q2	42.6%	43.6%	39.2%	44.1%																																																																																	
2023-24	Q3	44.5%	43.6%	39.2%	44.1%																																																																																	
2023-24	Q4	42.70%	43.6%	39.2%	44.1%																																																																																	
2024-25	Q1	42.8%	43.6%	39.2%	44.1%																																																																																	
2024-25	Q2	42.70%	43.6%	39.2%	44.1%																																																																																	
2024-25	Q3	40.9%	43.6%	39.2%	44.1%																																																																																	
2024-25	Q4	44.60%	43.6%	39.2%	44.1%																																																																																	
2025-26	Q1	44.20%	43.6%	39.2%	44.1%																																																																																	
2025-26	Q2	44.20%	43.6%	39.2%	44.1%																																																																																	
2025-26	Q3	44.20%	43.6%	39.2%	44.1%																																																																																	
2025-26	Q4	44.20%	43.6%	39.2%	44.1%																																																																																	
Residual waste - kg per household - One quarter behind	D	Q	S	110kg	102.87 kg Q3 last year	106.69kg			Higher than estimate.																																																																													
Missed bins	D	Q	S	KPI 60 missed bins per month (180 a quarter)	140 Q4 last year	112			Under KPI																																																																													
Number of cremations (funerals)	D	Q		424 at Redan Road in first six months (212 a quarter), then 600 back at refurbished facility in second six months (300 a quarter) = 1,024 total	182 (plus 58 directs)	300 (plus 70 directs)			Return to main Aldershot Crematorium site following major refurbishment has seen a significant uplift in business.																																																																													
Overall customer contact with Customer Services (CS)	D	Q	S	A reduction in contact as customers switch to more digital methods of contact	23,324 Q4 last year	23,747			14,963 - Calls 7,237 -Online contact 1,547 - Walk in contact																																																																													
CS call abandon rate	D	Q		8-10%	8.1	7.6																																																																																



Customer satisfaction with Customer Services – score with being 1 poor and 5 being excellent	D	Q		4.3	4.6	4.7						
PCN income	D	Q		Budget for 2025/26: £80,000	£16,486	£14,205			2025/26 - £57,718			
Car Parking income	D	Q	S	Budget for 2025/26: £1,120,000	£245,267 Q4 last year	£281,937			£18k favourable income for full year 2025/26 - £1,137,966			
												Data over time for PCN and car parking income
% of residents feeling safe during the day	D	A		Increase	71.9% safe (13.3% unsafe)	% who felt safe or very safe Face to face – 86% Online – 72.6%	N/A		The resident's surveys were carried out in December. Please see the consultation reports on the results from our consultation page.			
% of residents feeling safe after dark	D	A		Increase	31.1% safe (48.3% unsafe)	% who felt safe or very safe Face to face – 52% Online – 29.8%	N/A		The resident's surveys were carried out in December. Please see the consultation reports on the results from our consultation page.			
Number of crimes	I	Q		For information	1,820	1,589			Data for 2025/26 – 7,151. This is a reduction from 7,879 in 2024/25.			
										Data over time for crime numbers		
Number of antisocial behaviour incidents	I	Q		For information	217	227			Data for 2025/26 – 1,052. This is an increase from 949 in 2024/25.			



Finance & Resources

Measure / indicator	I or D	Q or A	S	Target/ expected range	Last comparison quarter	Q4 position	DoT	Comment
Council Tax collection	D	Q	S	In the top 25% of Local authorities in 2025/26	98.00% Q4 last year	98.00%		Our current collection rate target for 2025/26 is to be in the top 25% of LA's – this will not be available until April 2026, although at present our collection rate is on target to meet the required target.
NNDR collection	D	Q	S	In the top 25% of Local authorities in 2025/26	99.5% Q4 last year	99%		As per the comment above. This reaches our expected level for the year.
								Data over time for collection rates
Number of days to process new housing benefit claims	D	Q		In the top quartile compared to other areas	Est 6 days Updated to: Est 5 days	Est 5 days		We will be in the top quartile. 464 new claims in Q4. Housing Benefit cases continue to decrease, whilst CTS cases are still increasing
of invoices paid on time (within 30 days)	D	Q		95% (FSB – Prompt Payment Code)	98.17%	94.36%		For 2025/26 the percentage is 96.25% which is above the target. During Q4 Property & growth had 21 invoices not paid on time. Operational

								Services and Regeneration and Development both had 10 invoices not paid on time.																																										
Percentage of mandatory training completed in the quarter	D	Q		95%	94%	94%	 	At the end of Q4, there were 126 overdue courses, equating to 43 employees (17%) with at least one overdue module. This represents a further reduction from 53 employees in the previous quarter, indicating continued improvement in compliance and engagement with mandatory learning. Targeted communications will remain in place to support further reduction and reinforce the importance of timely completion in maintaining a strong compliance record.																																										
Working days lost due to sickness per FTE	D	Q	S	TBC	1.47 days (0.82 days minus long term sickness)	1.43 days (1.2 days minus long term sickness)	 Minus long term sickness 	A similar number of days were lost due to sickness in Q4 of 25/26 (324) and Q4 of 24/25 (341). However, this year there was significantly more short-term sickness (82 more days) and therefore significantly less long-term sickness (92 less days). There were also 21 more sickness episodes in this year's Q4. Cold, cough and flu continue to be the most common reason for sickness episodes. Last year in Q4 anxiety stress and depression was the reason for most days lost however this year it is other known causes.																																										
 <table border="1"> <caption>Data over time for sickness rate</caption> <thead> <tr> <th>Year</th> <th>Quarter</th> <th>Working days lost due to sickness absence</th> <th>Working days lost to sickness absence, minus long term sickness</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2023-24</td> <td>Q1</td> <td>0.87</td> <td>0.52</td> </tr> <tr> <td>Q2</td> <td>1.05</td> <td>0.51</td> </tr> <tr> <td>Q3</td> <td>1.37</td> <td>0.62</td> </tr> <tr> <td>Q4</td> <td>1.07</td> <td>0.8</td> </tr> <tr> <td rowspan="4">2024-25</td> <td>Q1</td> <td>1.06</td> <td>0.75</td> </tr> <tr> <td>Q2</td> <td>1.1</td> <td>0.66</td> </tr> <tr> <td>Q3</td> <td>1.31</td> <td>0.99</td> </tr> <tr> <td>Q4</td> <td>1.47</td> <td>0.82</td> </tr> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>1.2</td> <td>0.64</td> </tr> <tr> <td>Q2</td> <td>1.83</td> <td>0.57</td> </tr> <tr> <td>Q3</td> <td>1.85</td> <td>0.73</td> </tr> <tr> <td>Q4</td> <td>1.43</td> <td>1.2</td> </tr> </tbody> </table>							Year	Quarter	Working days lost due to sickness absence	Working days lost to sickness absence, minus long term sickness	2023-24	Q1	0.87	0.52	Q2	1.05	0.51	Q3	1.37	0.62	Q4	1.07	0.8	2024-25	Q1	1.06	0.75	Q2	1.1	0.66	Q3	1.31	0.99	Q4	1.47	0.82	2025/26	Q1	1.2	0.64	Q2	1.83	0.57	Q3	1.85	0.73	Q4	1.43	1.2	Data over time for sickness rate
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% Freedom of Information requests responded to on time - One month behind	D	Q		90% Expected by the Information Commissioner's Office	90%	91.9%	 	91,9 % of FOI requests were processed and responded to within the 20-working day timeframe. This reflects a 1.7 points increase from the previous quarter. There were 185 Fof requests in Q4.
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Rushmoor Borough Council - Corporate Risk Register v23.1 05/05/26 (CABINET - OFFICIAL SENSITIVE)

Risk Title	Risk Owner	Risk Type	Risk Description & Potential Outcomes	Inherent Risk Score	Inherent Risk Rating	Inherent Risk Trend	Existing Controls / Mitigation	Residual Risk Score	Residual Risk Rating	Residual Risk Trend	Additional Mitigation Planned	Target Risk Score	Target Risk Rating	Target Risk Trend
Strategic Risks (ST) - Total 9 (-1)														
Securing infrastructure investment	Karen Edwards	ST	Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan. In particular, failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness and put at risk the stated aim for a thriving Rushmoor economy, vibrant town centres and strong communities who are proud of the area.	16	High	↔	Work with public and private sector infrastructure providers and funders. Utilising UK Shared Prosperity Fund to assist with public realm improvements in Farnborough town centre. Close partnership working at a senior officer and political level with the Council's public sector partners. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor. Horizon scanning by Policy Team for future funding opportunities.	12	High	↔	Explore Regeneration and Growth Partnership arrangement with Hampshire County Council. Engage effectively with other opportunities to access Government funding. Continue to secure support from local stakeholders for projects - including residents, HCC and MP. Engage with utility providers with a view to understanding lead in times for additional capacity. NB - progress likely to be effected by LGR.	6	Medium	↔
Financial sustainability of public sector partners	Ian Harrison	ST	The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be impacted. This could have negative repercussions for health, education, community outcomes and economic outcomes identified in the Council Business Plan/Delivery Plan. It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk.	12	High	↔	Government announced fair funding review Dec 2025 which has strengthened RBC's core position from 1st April 2026 for next 3 years. Close partnership working at a senior officer and political level with the Council's public sector partners. Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners. Responses to relevant consultation documents (HCC budget consultations) and undertake further planning activity in light of proposals. LGR decision received from Government in March 2026. Confirms future new Unitaries for Hampshire from 1st April 2028. Closer working within Hampshire to disaggregate existing arrangements and set up new Councils. This enables a broader base of protection from financial shocks.	8	High	↔	Continued horizon scanning/monitoring of the broader policy context. SCO expected in Autumn 2026 - will set the framework for the new Councils. Work more closely with new partners on financial strategy in advance of structural changes.	6	Medium	↔
Changing external policy context	Karen Edwards	ST	Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position all of which could adversely impact on the Council's ability to deliver its priorities. Government White Paper bringing forward Devolution and Local Government Reorganisation, Hampshire included in the Priority Programme requiring Unitary Councils from April 2028 resulting in Rushmoor BC not continuing. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	12	High	↔	Service level risk assessments to consider impacts of potential policy changes on individual Council services. Policy, Strategy, and Transformation team to support SLT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes. Ongoing analysis of policy and budget announcements.	8	High	↔	Continued engagement with Government officials and other partners. Retained capacity on PPAB work plan. Work on devolution and reorganisation to be prioritised in 2026/27 so impacts and next steps are clearly understood. Council has a budget available in order to put in / pay for support and relevant pieces of work in line with deadlines laid down by the Government.	6	Medium	↔
Risk of negative impact on Rushmoor's current service operations as a result of diverting resources to LGR preparations	Ian Harrison	ST	Diversion of significant unplanned resources to the LGR programme could potentially lead to impacts on the delivery of the Council's priorities and business as usual activities.	12	High	↔	Full participation in LGR programme important to ensure delivery of best outcome for local residents. Budget was assigned to this for 2025/26 to cover additional costs and expenses. Programme delivery structure developed - for engagement of Officers and Members. Plans being developed to adjust resourcing/structure in order to meet the demands of the programme whilst maintaining the Council's current delivery plans. Regular comms with staff and members. Following announcement of decision on LGR additional funding allocated to new unitary (E900k) - which can be allocated to offset set-up costs and acquire resources needed.	6	Medium	↔	Programme delivery structure kept under review as demands change through process. Review of BAU / current priorities to take place to enable LGR programme to be delivered.	4	Medium	↔
Poor Educational Attainment	Karen Edwards	ST	Educational attainment continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand.	9	High	↔	HCC responsible for Education, RBC supporting role. Priorities set out in the Rushmoor Together Plan and the Young People Plan - with a focus on aspirations. Working with local schools to provide open days and visits to the Council chamber. Joint work on supporting families with Hampshire Children's Services. Engaging with young people relating to skills, development and opportunities, in line with the Rushmoor Together plan and the Young Peoples Plan - including a structured work experience programme.	9	High	↔	No further mitigation planned at this time given RBC's role.	9	High	↑
Poor Health Outcomes within Borough (e.g. obesity, mental health etc)	Karen Edwards	ST	Rushmoor has areas where there are health inequalities and health deprivation. Areas of deprivation have poorer health outcomes and higher demands associated. Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults. Mental Health and wellbeing – lack of funding available at local level ICB restructure and loss of NHS Place team has reduced capacity and support at place level to deliver local intervention programmes. HCC savings will also services that provide support for health and well being of vulnerable residents.	12	High	↔	Rushmoor Together - Revised partner plan approved in July. Joint working with partners, particularly with the ICS, HCC and the PCNs with a range of initiatives and plans in place or being developed. Targeted school Projects to include increased physical activity and reducing obesity in targeted schools. Identified as a priority for the Council. Executive Director is a member of the ICS Board. Reinroduction of Health place meeting with key ICB colleagues focusing on deprived areas. Monthly meetings arranged with Public Health Team to review data Focused Projects incorporated within the service Plan include Active in Rushmoor - increasing physical activity, promotion of oral health projects and wider family support with food and fuel poverty. Focus on activity as part of Armed Forces Day.	6	Medium	↔	Review approach to resourcing (in conjunction with partners, in particular changes to the ICS. Targeted projects in service plan to address inactivity and increase physical activity support. Working with Energise me and Public Health to identify additional resource opportunities. Rushmoor Together Plan includes latest health data and reflects PCNs/health inequalities priorities. Work in place with PCNs to support exercise referrals for new leisure centre.	6	Medium	↔

<p>Negative economic and social trends undermine Council Delivery Plan priorities for town centres including the development of Rushmoor's towns to meet the needs of businesses and residents</p>	Tim Mills	ST	<p>Economic and social changes have a significant negative impact on Farnborough and Aldershot town centres, and other district centres and therefore make it harder to meet Delivery Plan priorities. This could result in an increase in the number of empty retail units, a loss of facilities and amenities (e.g. high street banking) for residents and a possible increase in crime and anti-social behaviour.</p> <p>A decline in the retail sector will also have an impact on business rates income for the Council.</p> <p>Store closures e.g. Wilko, and chains such as Cineworld in financial difficulty, demonstrate the potential further retrenchment of the retail and hospitality sector.</p> <p>The increase in Employers NI, reduction in Business Rate Relief coupled with the wider economic uncertainty could see businesses fail causing increased vacancies in the town centre.</p>	9	High	↓	<p>Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends.</p> <p>Dedicated resource within EPSH, working with retail sector and other partners to support town centre businesses.</p> <p>Activity in both town centres to maintain/increase footfall e.g. town centre events, environmental enhancements.</p>	6	Medium	↔	<p>Close engagement with and ongoing provision of business support to town centre businesses.</p> <p>Work with Community Safety Team to tackle increased or perceived increase in ASB/ crime in the town centres.</p> <p>Town centre events and additional markets/craft fayres planned.</p> <p>Union Yard completion provides opportunity for new lettings which can draw additional footfall and residential once let will also assist.</p>	6	Medium	↔
Deteriorating economic conditions	Tim Mills	ST	<p>Adverse changes to the economy could result in business failures and the loss of employers within the borough and/or impacts on particular sectors of the economy. This could result in increasing levels of unemployment and higher levels of deprivation and inequality.</p> <p>Economic uncertainty is likely to depress economic growth.</p> <p>Impact of rising inflation on the cost of living and consumer confidence.</p> <p>Low business confidence impacting on investment decisions inc. business lettings.</p> <p>Changes of this nature have potential implications for the council in terms of increased demand for services and adverse financial impact.</p> <p>There is also a reputational risk if the council is not seen to be adequately responding to economic changes or supporting residents.</p>	9	High	↔	<p>Partnership working with other organisations on support for the economy and local businesses.</p> <p>Engagement with businesses and business networks.</p> <p>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.</p> <p>Ensuring that key issues/ events are escalated to SLT at the appropriate time.</p> <p>Close working with business rates team on hardship and growth incentive reliefs to retain businesses and secure investment.</p>	6	Medium	↔	<p>Inclusive 1-1 business advice and support</p> <p>Seedi - training hub</p> <p>Signpost business support via dedicated business support channels.</p>	6	Medium	↔
Demographic change	Karen Edwards	ST	<p>Changes in Rushmoor's demography could impact on services required or expected by residents as well as how they engage with the economy or society more generally.</p> <p>Any sudden shifts in demography may not be visible to the Council for a period of time which could result in services not being delivered effectively or efficiently and could impact on the Council's ability to deliver its aim of having strong communities who are proud of their area.</p> <p>A strong understanding of the area's demography will also be important as devolution and reorganisation proposals are developed.</p>	6	Medium	↔	<p>Community engagement work may identify some changes ahead of them being reported in data sets.</p> <p>Review and analyse publicly available datasets, alongside those held by the Council.</p> <p>Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations).</p> <p>Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood.</p> <p>Rushmoor Together Plan approved in July. New indices of deprivation report produced in October 2025 - no changes for Rushmoor.</p>	4	Medium	↔	<p>Additional community engagement work planned in 2025/26 which might help to identify any key trends.</p> <p>The Belong Network commissioned to deliver further engagement with a view to adopting a new approach to be delivered from November 25</p>	2	Low	↔

Standing Corporate Risks (SC) - Total 13 (+1) 1 Not suitable for Public Register - Removed, 3 Redacted

Threat of Cybercrime & Data Loss	Peter Vickers	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	16	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔
Major Data Breach – non-technical (human and physical)	Peter Vickers	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	8	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	6	Medium	↔
Insufficient funding to proceed with projects	Karen Edwards	SC	<p>The Council is limited in its ability to fund any regeneration and major projects itself.</p> <p>Failure to deliver potential schemes as a result of a lack of funding and team resources could result in overarching strategy objectives (as stated in the Council Business Plan) not being met.</p> <p>The recent increases in interest rates makes affordability of funding more challenging. In addition, build costs remain high.</p>	16	High	↔	<p>Secured some external grant funding to assist with bridging funding gaps.</p> <p>A Financial Recovery Plan (FRP) has been developed to ensure that the Council can be on a sustainable footing over the medium term. A target for capital receipts has been established to assist with reducing the level of external borrowing and associated revenue implications.</p> <p>There will need to be sufficient headroom created to allow for further borrowing in the absence of external grant funding.</p>	9	High	↓	<p>Seek additional grant funding to mitigate the risk to the Council.</p> <p>Obtain detailed expert advice and carry out due diligence and detailed feasibility on major projects and capital commitments.</p> <p>Consider joint ventures and other methods of delivery in order to share the risk/reward.</p> <p>Continue to review financial position in order to determine capacity to support regeneration and major capital projects.</p> <p>Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets.</p> <p>Work with members to establish priorities for commitment of available funding against regeneration programme</p> <p>Consider the further prioritisation, slowing and reprofiling of the programme.</p>	4	Medium	↔
Financial Sustainability	Peter Vickers	SC	<p>Cost of borrowing does not track within the assumptions built into the MTFS. Resulting in additional unplanned financial pressure that will require additional mitigation to be identified.</p>	12	High	↔	<p>MTFS planning process identifies strategy to manage the impact of such an occurrence built into future spending plans.</p> <p>Updates to keep February 2024 approved MTFS have been reported to July Full Council with an update on the action plan to bring costs back to a sustainable level, including use of reserves.</p> <p>A mid-year review of MTFS was brought to Cabinet in November 2024.</p> <p>Financial Recovery Plan has been put in place as per October 2024.</p> <p>MTFS has been updated as at February 2025 alongside budget. Savings of £1m for 2025/26 have been identified and due to be presented to Cabinet in July.</p> <p>A mid-year review of MTFS was brought to Cabinet in October 2025.</p> <p>CIPFA have provided an independent review and due diligence on the capacity for the Council to deliver the required actions. Key findings are the actions taken by the Council are sound and further governance adjustments have been recommended for adoption.</p>	9	High	↓	<p>Update to MTFS and budget due to Council in February 2026</p> <p>If additional mitigation strategy is required, permissions will be sought through committees as appropriate.</p>	4	Medium	↓

Civic Quarter, Farnborough - Major Project	Karen Edwards	SC	High levels of public and political interest in scheme. Lack of deliverable / viable masterplan proposal in current economic context. Publicity, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	12	High	↔	Regular Cabinet and Member reporting. Outline Planning application approved (subject to s106) in February 2023. OPE funding of £1.75m secured to assist with early enabling works - demolition/utilities diversions. No commitment to further expenditure at this stage. Exploring the potential to dispose of land interests to Homes England and/or other parties. Leisure Centre phase being progressed primarily utilising Levelling Up funding from MHCLG.	12	High	↔	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - Homes England / One Public Estate Undertake a Strategic Delivery Review of the current masterplan to ensure the Council has a viable development proposal. Continue to work with interested external parties to determine potentially viable delivery / disposal routes available.	6	Medium	↔
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	Attracting the right level of investment to the Borough remains challenging in the current economic environment. High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required across a range of Council teams, with many interdependent parts - leisure, civic, public realm, retail, hotel, highways, housing etc Publicity, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council and the local economy.	9	High	↔	Regeneration strategy / approach currently under review, with existing projects being managed through ELT. Cabinet and Member reporting as required. Limited external grant funding secured for site de-risking in Farnborough. Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022.	9	High	↔	Options for Civic Quarter and Farnborough Town Centre Regeneration being explored, including working with Homes England and exploring potential partnerships with Housing Assoc / local landowner / major funders or market disposal Undertake a Strategic Delivery Review to ensure a deliverable / viable masterplan. Seek further external grant funding to reduce Council financial exposure - Homes England / One Public Estate etc. In Aldershot, the completion of Union Yard and disposal of housing units means the Council's role is now focused on enabling other significant developments with the responsibility for increasing footfall and vibrancy etc as BAU with town centre management and responsibility for letting vacant units with the Property Service.	4	Medium	↓
Reduced Income from Property Portfolio	Tim Mills	SC	Significant loss of income from the Council's property portfolio arising from a variety of reasons including deteriorating economic conditions, downturn in the property market and changing consumer or business habits. Feed through of reduced retail rents at lease renewal	9	High	↔	Appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in-house skill, knowledge and capacity. Prudent budgeting on Meads and Property Budget and early securing of key rents allows room for level of deterioration	9	High	↔	28 point plan to ensure transparency, accuracy and put property management ahead of the curve to be funded through E200K reserves subject to 8/7/25 Cabinet Managing income through payment plans, where necessary. Increased emphasis by the service in managing debts. Working with tenants directly and with LSHIM to identify issues and actions and reporting to CPPAG. Utilisation of asset management system to enable more targeted action. Identifying additional resource to underpin this important source of income by working on options to re-occupy vacant properties and identifying funds for improving the properties for quicker lettings and reducing the rent-free periods. Evaluating opportunities to create additional income to support the Council's financial position and bring forward where possible. This includes repurposing existing assets and adopting an agreed commercial approach to new ground leases. Updating of Asset Management Forecast for MTSF period including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management Option to look at reserve funding on income profile, i.e. forecast income and budget income are different. Using reasonable assumptions to achieve a realistic but prudent estimate. To be included in February 2025 Budget report. Increased monthly monitoring on Asset Portfolio between Property and Finance.	6	Medium	↔
Lack of employee alignment, engagement and development will reduce organisational performance	Belinda Tam	SC	A high performing organisation requires employees to be engaged, aligned and developed – significant risk of performance targets not being achieved if these areas are not developed. Increased risk of inability to recruit and retain. Due to the age profile there is a risk of losing knowledge and experience in coming years.	12	High	↔	Developmental activities: •Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&D needs/CPD identified •eLearning platform for compliance and self-developmental training, with reminders when training due •Bespoke leadership development & leadership development with partners, ongoing internal communications via Staff Live, Viva Engage, People Portal, email, team meetings, 121s •Regular and ongoing engagement activities e.g. around savings/transformation and other priority areas. Regular review of people engagement opportunities and attract, recruit and retention policies.	6	Medium	↓	Review development review process and leadership development in 2025. Increased people engagement initiatives and learning and development conversations and opportunities.	6	Medium	↑
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Karen Edwards	SC	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities.	9	High	↔	Allocation of UKSPF resource to deliver climate related projects Projects incorporated within Service Business Plans as part of the Review of the Climate Change. Development of Rushmoor Climate Community Group to engage residents in climate and environmental issues. Group is very engaged and well attended. Next meeting in December Climate Change Strategy and Action Plan refresh agreed March 2025. Climate change EIA in progress. Eco Festival delivered in Sept 2025 Actions being reviewed in light of devolution plans and the Councils financial position. Climate Impact Assessments being developed for internal use.	6	Medium	↔	On going Discussions with the portfolio holder on ambitions and plans for delivery Use of E20K UKSPF to support delivery of CC strategy and action plan agreed by Cabinet. Eco Festival delivered September 25 with over 100% more stallholders from 2024.	6	Medium	↔

Governance and Decision Making – Not meeting statutory deadlines. Legal challenge to a high profile regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.	Amanda Bancroft	SC	Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk. Risk of delay in delivering key organisational objectives.	9	High	↔	Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored by the Governance Group. Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee - ongoing training programme refreshed annually. Members receive initial induction training by end of July in each civic year. Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective. Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). Training on decision making provided to CMT/Service Managers. There is a guidance note for Executive Decision Making. Timetables and reminders for deadlines provided by meeting administrators. Senior Managers deliver Corporate Induction on Constitution for staff. Governance arrangements reviewed during CIPFA and Peer Review Q2 2024/25. Independent review of arrangements commissioned early Q3 2024/25 from the Centre for Governance & Scrutiny, final draft received, workshop held with members and now being formally considered with Constitution working group. Further member engagement planned during spring 2025 with changes adopted to be effective from civic year 2025/26.	6	Medium	↔	Continue to integrate risk management in corporate governance arrangements - continual improvement. Review of Risk Management Policy and arrangements took place during Q3 2024/25, including exploration of a Risk Appetite Policy. Work to create a risk appetite policy expected to conclude during Q2 2025/26. Ensure horizon scanning continues within sector. Noted continued relevance/importance in light of ongoing s114 activity in Local Government and White Paper on Devolution.	6	Medium	↔
Union Yard, Aldershot - Major Project	Karen Edwards	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	6	Medium	↓	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	2	Low	↓
NEW Staff recruitment & retention during LGR transition	Belinda Tam	SC	Staff recruitment & retention during LGR transition	6	Medium	N/A	Reviewing quarterly turnover data, exit interview information, pulse survey results and other relevant KPIs. Staff engagement opportunities with Staff Connect Sessions, Staff Live and updates included in the weekly email.	4	Medium	N/A	From 2026 promoting upskilling initiatives, secondments, and mentoring opportunities. Creating a hub for LGR information for staff to engage with as well as wellbeing activities and a change and resilience toolkit.	2	Low	N/A

Escalated Service Risks (ES) - Total 6 (-3/+1)2 Not suitable for Public Register - Removed, 3 Redacted

Major Planning Appeal (Airport)	Tim Mills	ES	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔
NEW National Armed Forces Day	Karen Edwards	ES	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	16	High	N/A	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	N/A	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	N/A
Rushmoor Development Partnership	Karen Edwards	ES	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↑	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	↑
Inaccurate reporting of financial position	Peter Vickers	ES	Financial reports to Cabinet provide inaccurate financial information leading to poor decision making. Budget holders unaware of budget and spend position. Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position.	8	High	↔	Budget management process is now completed monthly by services supported by service accountants. A new budget management finance system module has been implemented to support the process. Training and support provided to all budget managers. Financial forecast is reviewed by Head of Finance prior to publication. Business Partnering training provided to finance team to develop skills and awareness.	6	Medium	↔	Finance team capacity and skills are currently under review. Prioritisation of financial management focus based upon risk assessment and materiality of numbers i.e. focus on high value aspects and most likely to go off track. Clarity and transparency of reporting being improved. Integrity of forecasts being reviewed ensuring correlation to assumptions in the budget, history of variances and experience in the current external environment. Further service manager training to ensure skills are held across the organisation to support financial management.	4	Medium	↔

Corporate Risk Report - Largest Risk Gap (residual vs target)

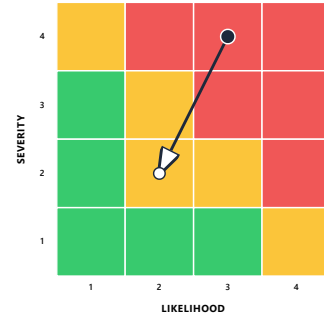
Generated on 05/05/2026

Key: ● Residual → Path ○ Target

⚠ Risk Register

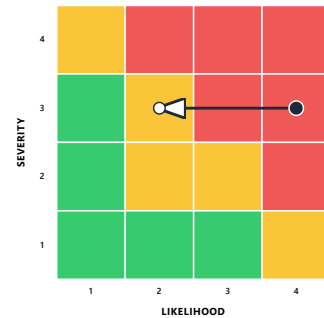
National Armed Forces Day

Residual: **12** → Target: **4** Gap: **-8**



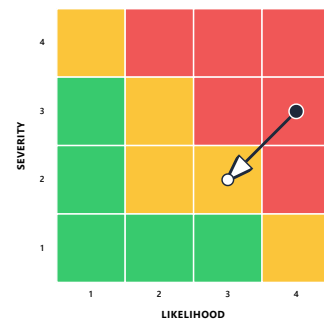
Securing infrastructure investment

Residual: **12** → Target: **6** Gap: **-6**



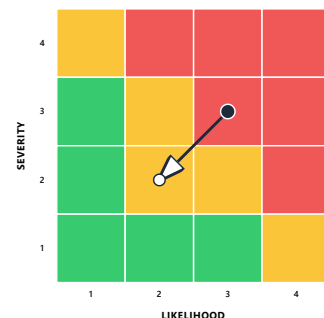
Civic Quarter, Farnborough - Major Project

Residual: **12** → Target: **6** Gap: **-6**



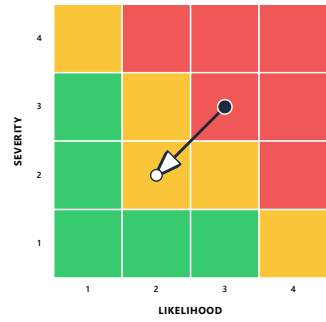
Insufficient funding to proceed with projects

Residual: **9** → Target: **4** Gap: **-5**



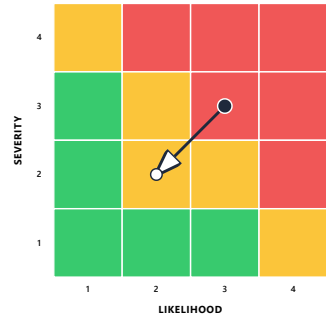
Financial Sustainability

Residual: **9** → Target: **4** Gap: **-5**



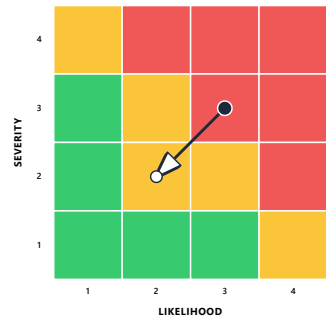
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects

Residual: **9** → Target: **4** Gap: **-5**



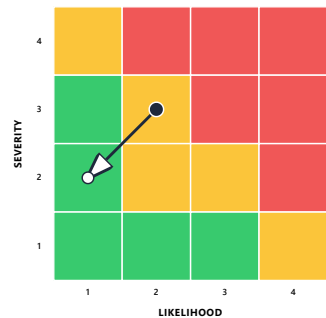
Rushmoor Development Partnership

Residual: **9** → Target: **4** Gap: **-5**



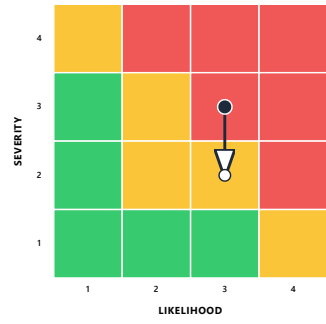
Union Yard, Aldershot - Major Project

Residual: **6** → Target: **2** Gap: **-4**



Reduced Income from Property Portfolio

Residual: **9** → Target: **6** Gap: **-3**



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CABINET

COUNCILLOR KEITH DIBBLE
HOUSING, PLANNING & PROPERTY
PORTFOLIO HOLDER

2 JUNE 2026

KEY DECISION? NO

REPORT NO. PG2610

**ALDERSHOT AND FARNBOROUGH (RUSHMOOR BOROUGH) LOCAL PLAN
SCOPING CONSULTATION****SUMMARY AND RECOMMENDATIONS:**

In order to progress a new Local Plan for Rushmoor, a scoping consultation must be undertaken. It is therefore proposed that a 6-week consultation is run between 19th June and 31st July 2026 to meet the requirements of the Local Plan Regulations. The consultation will combine online and in-person engagement and will focus on what the local plan should include and how future engagement should be carried out.

Recommendations requiring decision:

1. It is recommended that the Cabinet approves the scoping consultation to be undertaken between 19th June and 31st July 2026.
2. It is recommended that the Cabinet delegate authority to the Executive Head of Property and Growth to finalise the Sustainability Appraisal/Strategic Environmental Assessment Scoping and Habitats Regulations Assessment Pre-Screening for consultation.
3. It is recommended that the Cabinet delegate authority to the Executive Head of Property and Growth in consultation with the Portfolio Holder for Housing and Planning to finalise the Consultation and Engagement Strategy after the scoping consultation to reflect the feedback received.

1. INTRODUCTION

- 1.1. The purpose of this report is to present the proposed scoping consultation for the new Rushmoor local plan for approval. This consultation is the next stage in the preparation of the local plan. This report sets out the details of the proposed consultation approach, proposed consultation content and the Sustainability Appraisal/Strategic Environmental Assessment and Habitats Regulations Assessment reports which will be published alongside the consultation. A draft Consultation and Engagement Strategy which will be published as part of the consultation is also appended. This report seeks approval from the Cabinet to undertake the scoping consultation between 19th

June and 31st July 2026, alongside delegations for finalising the additional documents required.

2. BACKGROUND

- 2.1. The Council Delivery Plan 2026-28 contains a priority within the Homes for All section to develop a new Local Plan that maximises the delivery of new homes. In March 2026 the Cabinet agreed a timetable for the preparation of a new Local Plan. In line with the timetable, on 18th May 2026 a ‘notice to commence plan-making’ was published. This began a four month ‘notice period’ before the 30-month plan-making process begins. Within this notice period, the Council is required to undertake a scoping consultation. This requirement is set out in the Town and Country Planning (Local Planning) (England) Regulations 2026 (“the Local Plan Regulations”).
- 2.2. The Local Plan Regulations require that the Council consults the specific and general consultation bodies listed in the Regulations on matters relevant to the preparation of the local plan, including what the plan should contain, and how the authority should engage with them in the preparation of the local plan. Planning guidance sets out that the consultation should last for at least 21 days.

3. DETAILS OF THE PROPOSAL

General

Consultation approach

- 3.1. Whilst there is no requirement in the Local Plan Regulations to invite representations on the scoping consultation from anyone other than the specific and general consultation bodies, the planning guidance also emphasises that this consultation stage provides the local community and other key stakeholders with the opportunity to have their say at the very start of the plan-making process. It is therefore proposed to also invite representations from the public and to engage with residents throughout the consultation period both online and in-person. It is also proposed that the length of consultation is 6 weeks running from 19th June to 31st July 2026.
- 3.2. The following consultation approach is proposed:

Where will the consultation be available?	How will the consultation be advertised?
<ul style="list-style-type: none"> • Consultation hosted online using ArcGIS StoryMaps (a web-based tool that the Council already has access to which allows information to be presented in an interactive and multimedia focused way) • An online response form/survey to capture representations 	<ul style="list-style-type: none"> • Email notification to the specific and general consultation bodies listed in the Regulations and to residents/businesses registered to receive notification of consultations • The consultation will be advertised on the Council’s website, via the Council’s social

<ul style="list-style-type: none"> • Hard copies of the consultation material available at the Council offices and Aldershot and Farnborough libraries 	<p>media channels, on the Council's public notice boards and other appropriate locations around the borough</p>
<p>How will residents & stakeholders be directly engaged?</p>	<p>How will we make sure that responses are representative of the community?</p>
<ul style="list-style-type: none"> • Officers will tend an information stall in the town centres on some market/event days during the consultation period • Officer attendance at local groups and/or events to target engagement from specific groups of residents • Workshops and/or meetings will be held for local businesses and other stakeholders 	<ul style="list-style-type: none"> • Online survey will collect high-level demographic information, and this will be reviewed throughout the consultation period • If a specific part of the community is under-represented, additional engagement will be undertaken to target this group

Consultation content

- 3.3. As required by the Local Plan Regulations, the consultation will seek views on:
- What the new Local Plan should include
 - How future engagement on the Local Plan should be carried out
- 3.4. The full consultation content and response form/survey questions are set out in Annexe 1. This is structured around seven key topic areas that local plans are expected to cover, based on national policy and guidance: housing, employment and the economy, town and district centres and local shops, heritage, the natural environment, infrastructure and community facilities, and climate change and flooding.
- 3.5. For each topic, the consultation sets out the relevant background for Rushmoor, the current Local Plan and/or what will be required in the new Local Plan. It then sets out a series of proposed priorities for that topic in the new Local Plan. The priorities have been informed by national policy and guidance and the workshops held with Members and officers at the end of 2025, facilitated by Design South East. There are between one and four questions on each topic, with the first of which always being whether the proposed priorities are the right ones for the new Local Plan.
- 3.6. The consultation then seeks views on a Draft Consultation and Engagement Strategy (see Annexe 2) and asks how respondents would like to be consulted/engaged with at future stages of local plan preparation, if they experience any barriers to engaging with planning policy preparation in Rushmoor and what future stages of local plan preparation they would like to be notified of.

Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) and Habitats Regulations Assessment (HRA)

- 3.7. There is a requirement when preparing a local plan to consider the environmental impacts of the proposals. There is a requirement to assess the environmental impacts under the Environmental Assessment of Plans and Programmes Regulations 2004 and the impacts on certain protected sites under the Conservation of Habitats and Species Regulations 2017. Under these regulations, a Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) and a Habitats Regulations Assessment (HRA) may need to be produced alongside the new Local Plan.
- 3.8. The first stage in preparing an SA/SEA is a process to screen whether it is required and to scope what it will need to assess. Consultation must then be undertaken on the outcome of this process. Following a screening process, it has been determined that an SA/SEA will need to be produced for the new Local Plan. It is proposed to undertake the required consultation alongside the scoping consultation.
- 3.9. A HRA will also likely need to be produced for the new Local Plan due to the presence of protected sites both within and in close proximity to the borough. To assist with the preparation of this at future local plan stages, a pre-screening assessment has been undertaken. It is proposed to also publish this alongside the scoping consultation.

Next steps

- 3.10. Following the scoping consultation, the Council will need to undertake the Gateway 1 self-assessment. The earliest this can be published is four months after the start of the notice period (the date on which the Notice to Commence Plan-Making was published). Publication of the Gateway 1 self-assessment starts the 30-month plan-making process. The purpose of the Gateway 1 self-assessment is to act as a “readiness-check” and set out information on how the Council has made preparations for undertaking the plan-making process.
- 3.11. For the Gateway 1 self-assessment information will need to be published on:
 - The timetable for preparing the local plan (approved by Cabinet on 3rd March 2026)
 - Project management and governance arrangements
 - How the Council will consult on the local plan (i.e. the Consultation and Engagement Strategy)
 - Scoping the content of the local plan (including the proposed scoping consultation detailed in this report)
 - Progress on the SA/SEA
- 3.12. In addition, the Council will need to publish a summary of the consultation no earlier than one day after the publication of the Gateway 1 self-assessment.

Alternative Options

- 3.13. The regulations require a scoping consultation to be undertaken on matters relevant to the preparation of the local plan, including what the plan should contain, and how the authority should engage with consultees in the preparation of the local plan for a minimum of 21 days before the next stage of local plan preparation can be undertaken.
- 3.14. The alternative options would be:
- To not undertake the scoping consultation
 - To undertake the scoping consultation at a different time (e.g. a later date)
 - To undertake the scoping consultation with different content or in a different manner
- 3.15. Not undertaking the scoping consultation at all would mean that the Council could not progress with the preparation of the new Local Plan and has therefore been rejected. Undertaking the scoping consultation at a different time (e.g. a later date) would result in a delay to the recently agreed Local Plan Timetable and has therefore been rejected.
- 3.16. The Council could undertake the scoping consultation with different content or in a different manner, however the proposed content and methods of consultation/engagement meet and exceed the requirements for this stage of consultation in the Local Plan Regulations. The proposals have been developed using national policy and guidance, input from both officers and Councillors and best practice. This is therefore the recommended approach. Additionally, changing the content or approach would require additional work and delay the timing of the consultation, which would result in a delay to the Local Plan Timetable.

Consultation

- 3.17. The recommendation of this report is to undertake the Scoping Consultation as part of the preparation of a new Local Plan. Part of the consultation will also be to seek views on a draft Consultation and Engagement Strategy which sets out the proposed approach to future consultation and engagement on the new Local Plan.
- 3.18. In September 2025 Design South East were appointed to undertake a series of training and workshops for both officers and Councillors, focusing on design and the new Local Plan. The discussion and feedback from these sessions has informed the proposed priorities for the new Local Plan which are set out in this consultation.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. The risk associated with undertaking the scoping consultation is that there is currently limited guidance from the Government on undertaking the scoping consultation and very few other local planning authorities have undertaken this stage of the new plan-making system. There is the risk that the Government later publishes further guidance on how the scoping consultation is expected to be undertaken, which sets out something different to the consultation proposed in this report. However, this would only be guidance and the proposed consultation set out in this report is compliant with the requirements of the Local Plan Regulations.
- 4.2. Additionally, the proposed consultation has been informed by a review of the scoping consultations that have already been published and by discussions with other Hampshire local planning authorities who will also be undertaking a scoping consultation in the near future.
- 4.3. The recommendation is still to proceed with the scoping consultation to meet the adopted Local Plan Timetable, which aligns with the ambition of the Council to consult on a draft new Local Plan ahead of the vesting of the unitary authorities in Hampshire in 2028.

Legal Implications

- 4.4. There are no specific legal implications arising from the proposed consultation, which is in line with regulations and with planning policy.

Financial Implications

- 4.5. The budget estimates include £200k towards the cost of preparing the local plan.

Resource Implications

- 4.4. The consultation will be primarily undertaken using the existing resources available for Local Plan preparation in the Planning Policy team. A small amount of support is required from the IT and Communications teams to facilitate and promote the consultation. The Place Protection team will provide support to the Planning Policy team when they attend public events/markets in the town centres.

Equalities Impact Implications

- 4.5. A screening assessment was undertaken, and it determined that a full Equalities Impact Assessment is not required because the impacts are positive or neutral.

Other

4.6 None - all implications are detailed above.

5 CONCLUSIONS

5.5 In order to progress the new Local Plan for Rushmoor, a scoping consultation must be undertaken. It is therefore proposed that a 6-week consultation is run between 19th June and 31st July 2026 to meet the requirements of the Local Plan Regulations. The consultation will combine online and in-person engagement and will focus on what the local plan should include and how future engagement should be carried out.

5.6 The proposal supports the Homes for All section in the Council Delivery Plan 2026-28, which contains a priority within the to develop a new Local Plan that maximises the delivery of new homes.

LIST OF APPENDICES/ANNEXES:

Annexe 1 – Aldershot and Farnborough (Rushmoor Borough) Local Plan Scoping Consultation

Annexe 2 – Draft Consultation and Engagement Strategy

Annexe 3 – Equalities Impact Assessment Screening

BACKGROUND DOCUMENTS:

There are no background documents.

CONTACT DETAILS:

Report Author – Alice Barella / alice.barella@rushmoor.gov.uk / 01252 398142

Head of Service – Tim Mills / tim.mills@rushmoor.gov.uk / 01252 398542

Aldershot and Farnborough (Rushmoor Borough) Local Plan Scoping Consultation

Help shape Rushmoor's future growth

What does our borough need in the future? More homes? Better jobs? Stronger climate action? Now is the chance to have your say as we start work on developing a new Local Plan for Rushmoor.

About the Local Plan

Local plans help shape how an area will develop in the future. They set out a long-term vision for things like new homes, jobs, community facilities and infrastructure. They also guide how the natural and historic environment will be protected, how climate change will be addressed, and how good-quality places will be created.

Every local council must have a local plan. It is the main document used to decide what can be built and where. It explains the type, scale and location of future development and includes detailed policies for deciding planning applications. Rushmoor's [current Local Plan](#) was adopted in February 2019.

The law requires councils to keep their local plans up to date and to review them regularly. The government expects councils to review their plans at least every five years. Because Rushmoor's plan is now more than five years old, the Council has decided to prepare a new Local Plan for the borough.

[link to LP webpages with timetable etc.]

About the Consultation

The purpose of this consultation is to seek views from those who live and work in the borough and other stakeholders on what the new Local Plan should include and how we should carry out future local plan engagement.

We would like to hear your views on the key issues that will shape our borough. This will help us to confirm the content of the new Local Plan. To help you respond to the consultation, this document sets out matters which the Council considers to be relevant to the preparation of the new Local Plan.

The consultation will run from 19th June 2026 to 31st July 2026.

[Details and link of how to respond to the consultation]

Housing

Overview

Planning for new homes remains at the heart of the planning system to ensure that everyone has access to a safe and secure place to live. One of the key things for a new local plan to consider is how many homes are needed in an area, what type of homes are needed and where they will go.

The current Local Plan aims to deliver at least 436 homes per year in the borough. The government now uses a national formula called the '[Standard Method](#)' to work out the minimum number of new homes that each area should plan for. For Rushmoor, this means that the Council should now be planning for a minimum of 599 new homes per year. Over the next 15-20 year this means we need to plan for around 9,000-12,000 new homes.

We will need to identify and assess the housing needs of these different groups and work out what the need is for different sizes, types and tenures of housing in Rushmoor, such as:

- Those who require affordable housing
- Older people (including retirement housing and care homes)
- Disabled people
- People who rent their homes,
- Families with children
- Looked-after children
- Specialist community-based accommodation
- Students
- Travellers and travelling showpeople
- People wishing to commission or build their own homes

The map below shows the sites that we already know about and which we believe may have the potential to deliver new housing in Rushmoor. These have been assessed through a document called a Land Availability Assessment (LAA). However, Rushmoor is already heavily built up, and we have not yet identified enough sites which could deliver the new homes that the government says we should be planning for, so we will need to find additional sites.

[map of current LAA sites]

If you would like to suggest a site which you think could be suitable for new housing or any other use, please let us know via our [Call for Sites website](#).

Proposed New Local Plan Priorities

- To establish how much housing can be delivered in the borough and when and where it will be delivered
- To meet the identified housing needs of everyone in the community and to secure a range of housing types and tenures
- To secure the delivery of affordable housing for those whose needs are not met by the market
- To secure the delivery of pitches and plots for the Gypsy, Traveller and Travelling Showpeople communities
- To ensure that all new homes facilitate healthy living, and are safe, inclusive and well-integrated into existing communities

Questions

1. Are these the right priorities for housing in the local plan? If not, why or what else should we include/exclude?
2. Which of these opportunities for providing new homes should we prioritise? (select multiple)
 - Redevelopment of vacant, previously developed (brownfield) sites
 - Redevelopment of office or other employment (business) sites that are surplus to requirements
 - Town centre regeneration (updating the town centre to be a better place to live, work and visit, which can include providing more homes)
 - Increased density on sites already identified for housing potential
 - Redevelopment of existing residential areas to increase the density and provide more homes (e.g. the North Town redevelopment)
3. Are there any other opportunities for providing new homes that we should explore?
4. Are there any specific types, tenures or sizes of homes that the new Local Plan should prioritise?

The Economy and Employment

Overview

A strong local economy is important so that people have good job opportunities and businesses can succeed. To support this, we need a mix of employment spaces - like offices, industrial units, warehouses and data centres - to meet the needs of different businesses.

Rushmoor has traditionally had a successful economy because of its location and the range of industries based here. The area has a good mix of businesses, including those in defence, finance, business services, logistics, distribution and environmental technologies.

The current Local Plan identifies key employment areas — called Strategic and Locally Important Employment Sites — where many businesses are already based. These areas are protected so they can continue to be used for jobs and business activity. As well as helping existing businesses to grow and innovate, we also want to attract new companies to Rushmoor. To do this, we need to make sure there is enough suitable land and premises available.

[map of employment sites]

Farnborough Airport also plays an important role in the local and wider economy by attracting aviation-related and high-tech and knowledge-based businesses, and the biennial Farnborough Airshow brings major national, regional and local economic benefits.

Many businesses now operate differently to how they did in 2019, so their need for business space may have changed. At the same time, online shopping has increased, which means there is more demand for warehouses and distribution centres. We will need to gather new up-to-date evidence to understand what types of employment space Rushmoor needs for the future.

Proposed New Local Plan Priorities

- To protect and enhance the borough's diverse economy by safeguarding key employment sectors and businesses that support this
- To facilitate the enhancement of existing and creation of new high-quality employment space
- To guide new employment development to the most suitable locations, with a focus on existing Strategic and Locally Important Employment Sites
- To enable existing businesses to adapt and grow, whilst encouraging new businesses to locate into the borough
- To ensure a balanced range of employment opportunities, including continued support for aerospace sector and its supply chain, business aviation and the Farnborough Airshow as important economic assets

Questions

1. Are these the right priorities for the economy and employment in the local plan? If not, why or what else should we include/exclude?
2. Are there any employment sectors or types of businesses that need to be further supported in Rushmoor?

3. Do the skill sets available in the borough reflect the employment opportunities? E.g. are the colleges creating engineers that cannot get employment locally.

Town and District Centres and Local Shops

Overview

Whilst town centres are an important factor in a growing economy, they also offer a sense of community. A strong town centre makes a place feel like *somewhere*, not just *anywhere*.

Aldershot and Farnborough Town Centres are important in meeting the shopping, leisure and service needs of residents. But it's safe to say that the town centres have changed significantly over the last few decades. The rise in online shopping means that many retailers have chosen to have less and/or smaller shopping units. A good mix of active uses (places that people visit) as well as shops is therefore important to protect the vitality and viability of our town centres and ensure they are places that people still visit regularly.

[old and current images of the town centres]

The current Local Plan highlights major opportunities to revitalise our town centres. In Farnborough, the Civic Quarter site provides the opportunity for a lively mixed-use neighbourhood with new homes, local services, and high-quality public spaces that connect better with existing green areas and the town centre. In Aldershot, the Galleries provides the opportunity for a residential-led development with attractive public spaces, new landscaping, and mature tree planting to help green the town centre.

As well as the town centres, North Camp District Centre and a range of smaller shopping parades provide residents with access to day-to-day shops and facilities, such as convenience shops, hairdressers, banks, takeaways and estate agents.

[map of the town centres, district centre and local neighbourhood facilities]

Proposed New Local Plan Priorities

- To support vibrant and successful town centres in Aldershot and Farnborough by prioritising retail, leisure, entertainment, cultural, tourism, restaurants and other 'town centre uses' in these locations
- To support a strong and resilient retail, service & leisure core by concentrating these uses in the most central areas and protecting their long-term role, whilst supporting broader diversification in the wider town centres
- To contribute to regeneration of the town centres, by prioritising major projects such as the Galleries and the Farnborough Civic Quarter and encouraging good-quality homes above ground-floor level where appropriate
- To facilitate the reuse and redevelopment of vacant floorspace within the town centres
- To safeguard valued local shopping areas, including North Camp District Centre and neighbourhood parades, to maintain access to local shops and services

Questions

1. Are these the right priorities for retail, town centres and leisure in the local plan? If no, why or what else should we include/exclude?
2. Is there any key service and leisure provision missing from the town/district centres that you'd like to see?

Heritage

Overview

The historic environment is valuable because it preserves the stories, buildings, and places that shape our community's identity. Historic sites and heritage features help us understand where we've come from, create a sense of pride and belonging, and make our area more distinctive and attractive.

By preserving, restoring, and celebrating our historic structures, we can protect the distinct identities that define our area, from Aldershot's heritage as the home of the British Army, to Farnborough's pioneering role in aviation, as well as the royal connections linked to Farnborough Hill School, Farnborough Abbey, and Queen Elizabeth Park.

Rushmoor has 97 listed buildings, including four Grade I and four Grade II* listings, which are the highest designations. We also maintain a list of [locally listed heritage assets](#), which are buildings that don't meet the requirements to be nationally listed, but are still of local historical importance. There are also nine conservation areas in Rushmoor, which are designated to protect the character of their architectural or historic interest.

[Map of heritage assets]

Proposed New Local Plan Priorities

- To preserve the borough's unique military and aviation heritage
- To protect and enhance the borough's heritage assets, including listed buildings, conservation areas, locally listed buildings, and other features of historic, landscape and archaeological importance
- To guide development away from sensitive locations
- To encourage new and appropriate uses to historic assets, particularly where this would support the long-term use or re-use of vacant or underused buildings

Questions

1. Are these the right priorities for heritage in the local plan? If no, why or what else should we include/exclude?

Natural Environment

Overview

The natural environment is essential because it supports our health, wellbeing, and local quality of life. Green spaces, clean air, and healthy ecosystems provide places to relax, exercise, and connect with nature. They also help reduce pollution, mitigate climate change and support wildlife.

The natural environment in Rushmoor includes locally, nationally and internationally designated sites, irreplaceable habitats, trees, landscaping and rivers. Collectively these are known as green and blue infrastructure. See the [Green Infrastructure Strategy](#) for more information.

[map to show designated sites etc.]

Of particular importance in Rushmoor is the Thames Basin Heaths Special Protection Area (SPA) which is designated for its international importance as a habitat for ground nesting birds. These sites are particularly vulnerable to disturbance from recreational use (e.g. people walking their dogs), so when planning for additional homes in the borough, we must ensure that new, alternative greenspace is created for people to use. This is called Suitable Alternative Natural Greenspace (SANG).

There is now a national mandatory requirement for many types of development to achieve at least a 10% net gain in biodiversity – known as Biodiversity Net Gain. This ensures that development leaves the natural environment in a better state than it was before.

Whilst most of Rushmoor is urban, there are some small pockets of undeveloped area or ‘countryside’ around the edges of our towns and some important open areas within our towns. These can help create separation within and between our urban areas and neighbouring areas.

Proposed New Local Plan Priorities

- To protect and enhance the quality and character of the natural environment and green and blue infrastructure through the creation and integration of a connected network of greenspaces
- To guide development away from sensitive ecological areas and mitigate the impact of new housing on the Thames Basin Heaths Special Protection Area
- To protect and safeguard against the unnecessary loss of existing trees, woodland, hedgerows and other tree cover
- To preserve the character and appearance of the countryside outside the urban area
- To ensure new development includes high-quality landscaping and appropriate tree planting to support a greener, more attractive borough

Questions

1. Are these the right priorities for natural environment in the local plan? If no, why or what else should we include/exclude?

Infrastructure and Community Facilities

Overview

A community facility is a shared space and/or service that helps a neighbourhood function, connect, and thrive. They're the backbone of everyday life — the spaces where people learn, play, meet, stay healthy, and access support.

Infrastructure and community facilities include:

- Transport: the road network, cycle and footpaths, train stations and the rail network, bus stops, airports
- Education: nurseries, primary and secondary schools, colleges and universities
- Health: doctor's surgeries, acute care and general hospitals, mental care hospitals, health centres, ambulance services
- Social infrastructure: supported accommodation, facilities for groups such as children and people with disabilities, community centres, cultural facilities, indoor sports facilities/leisure centres
- Green infrastructure: open spaces, parks and playgrounds, outdoor sports facilities
- Public services: waste management and disposal, libraries, cemeteries, emergency services, places of worship, prisons, public toilets, drug treatment centres
- Utility services: gas supply, electricity supply, heat supply, water supply, wastewater and sewerage treatment, phone and broadband infrastructure
- Flood defences: flood storage areas, embankments
- Suitable Alternative Natural Greenspace (SANG)

Proposed New Local Plan Priorities

- To ensure that new development is supported by the right infrastructure and community facilities, requiring developers to provide or contribute to what is needed so that growth creates well-designed, successful places without placing additional pressure on existing services
- To support the delivery of new infrastructure and facilities that meet local needs, and ensure they are well-located and accessible to all
- To safeguard existing community facilities, making sure they are not lost or reduced unless there is a clear and justified reason
- To protect and enhance existing open space, sport and recreation facilities, playing fields and children's play spaces and prevent their unnecessary loss
- To support the delivery of a sustainable and active travel focused transport infrastructure network to allow residents to make healthy and active choices for how they move around

Questions

1. Are these the right priorities for infrastructure and community facilities in the local plan? If no, why or what else should we include/exclude?
2. Do the infrastructure and community facilities in your area meet your needs?

Climate Change and Flooding

Overview

Climate change is far more than extreme weather and environmental damage. It's already affecting our day-to-day lives and will continue to do so into the future. Tackling climate change requires an international and national approach, but there are things that we can do locally to help. We can take practical action to reduce future risks.

Some of the ways a local plan can support climate change mitigation and adaptation are:

- Encourage energy efficient building design (orientating homes).
- Support renewable energy installations (solar panels, heat pumps, district heating etc.).
- Encourage the reuse of existing building.
- Require flood resilient design and suitable drainage risk for new development.
- Preserve trees and natural habitats.
- Improve public transport infrastructure.

Climate change is leading to hotter, drier summers and warmer, wetter winters in the south of England. It is therefore more important than ever that we manage flood risk. Flooding can result from a number of different sources including rivers and the sea, direct rainfall on the ground surface, rising groundwater, overwhelmed sewers and drainage systems, reservoirs, canals and lakes and other artificial sources. The Environment Agency defines different zones from low to high probability of river and sea flooding. They also define the areas at risk from surface water flooding. You can see where these areas are in Rushmoor on the map below.

[map of flood zones etc.]

Proposed New Local Plan Priorities

- To ensure all new homes and buildings are resilient to the impacts of climate change throughout their lifetime and deliver high-quality, climate-responsive design that keeps homes comfortable, reduces energy use and supports healthier and sustainable living
- To support renewable energy projects that are well-designed and in suitable locations
- To use nature-based solutions to tackle climate change while enhancing biodiversity, protecting the borough's green and blue infrastructure, and ensure new developments include landscaping and tree planting to store carbon, reduce flood risk, and limit urban heat
- To promote sustainable and active transport alternatives to the car and ensure that new development is accessible to all modes of transport
- To ensure that new development does not increase flood risk and incorporates appropriate flood-resilience measures and sustainable drainage to reduce vulnerability to water stress and surface-water flooding

Questions

1. Are these the right priorities for climate change in the local plan? If no, why or what else should we include/exclude?

2. Are there other ways the Local Plan can mitigate climate change and flood risk that you would like to suggest?

Future Consultation on the Local Plan

Overview

We've prepared a draft Consultation & Engagement Strategy which sets out our proposed approach to consultation and engagement with you over the remaining stages of preparing the Local Plan.

Consistent Local Plan Branding

A unified visual identity will be applied across all Local Plan materials to clearly distinguish these consultations from other council engagement activities.

Capturing Community Demographics

Demographic information will be collected at each consultation event to ensure engagement reflects the diversity of the Rushmoor community. Where events are open and informal, officers will record approximate demographic details.

Monitoring Responses

Responses will be reviewed throughout each consultation period to ensure they remain balanced and representative of the wider community.

Using a Mix of Engagement Methods

Engagement will combine digital tools, non-interactive materials and in-person events, with face-to-face interaction remaining central to the process.

Meaningful Stakeholder Engagement

Engagement activities will be tailored to the needs and interests of different stakeholder groups to ensure participation is relevant, purposeful and effective.

Guiding Principles

1. Ensuring equal opportunity – All participants will be treated fairly and without discrimination.
2. Keeping the community informed – Clear, balanced information will be provided about when consultations take place and how the process works.
3. Ensuring the community is involved – Engagement will be easy to access, with documents available online and in public places, and digital communication used.
4. Ensuring relevance – Engagement will focus on groups and individuals for whom the subject matter is relevant, including non-statutory consultees.
5. Providing feedback – All responses will be analysed and outcomes shared through consultation statements, research reports and monitoring documents showing how feedback has informed the Local Plan.

Questions

1. Which of these methods would you prefer us to use to get your views on the local plan as we prepare it? (select multiple)

List options

2. Are there any barriers you face when engaging with us on local planning?

3. Which of these future stages of local plan preparation would you like us to notify you of?
(select multiple)

Consultation on the proposed local plan content and evidence

Publication of the outcomes of Gateway 2 and Gateway 3

Consultation on the proposed local plan

Submission of the local plan for independent examination

Publication of the details of the examination hearings

Decision of the inspector to pause the examination

Publication of any document or evidence provided to the inspector

Publication of the recommendations and reasons of the inspector (the inspector's report)

Adoption of the local plan

Local Plan Environmental Assessments

Overview

As part of preparing the new local plan, we need to consider whether we need to prepare some technical documents to assess the sustainability and environmental impacts of the local plan. These are called:

- A Sustainability Appraisal/Strategic Environmental Assessment
- A Habitats Regulations Assessment

At this stage we have prepared a screening and scoping for the Sustainability Appraisal/Strategic Environmental Assessment, which considers whether this document is required for the local plan (screening) and what areas it will need to cover (scoping). We've also prepared a pre-screening for the Habitats Regulations Assessment, which considers the relevant habitats sites in and around Rushmoor that will need to be assessed in the future full assessment.

[Link to SA/SEA scoping document]

[Link to HRA screening document]

Questions

1. Do you want to comment on the technical environmental assessment documents for the local plan?
2. Do you agree with the scoping conclusions for the Sustainability Appraisal/Strategic Environmental Assessment?
3. Do you have any other comments on the Sustainability Appraisal/Strategic Environmental Assessment Scoping?
4. Do you agree with the pre-screening conclusions for the Habitats Regulations Assessment?
5. Do you have any other comments on the Habitats Regulations Assessment?

Demographic Information

Name

Email address (if you want to be notified of future local plan stages)

Are you responding on behalf of:

- an individual/family,
- an organisation
- or are you a Cllr/RBC staff?

Organisation (if applicable)

Sex (Male, Female, prefer not to say)

Age bracket (tick all that you are representing 0-17, 18-24 etc.)

Postcode

Do you consider yourself to have any health conditions or disabilities, which limit your daily activities? (yes/no, prefer not to say)

Do you consider yourself to be part of an underrepresented group, for example: young people, older people, ethnic minorities, people with disabilities, member of the armed forces, (yes, no, prefer not to say)



Consultation and Engagement Strategy for the Local Plan

DRAFT



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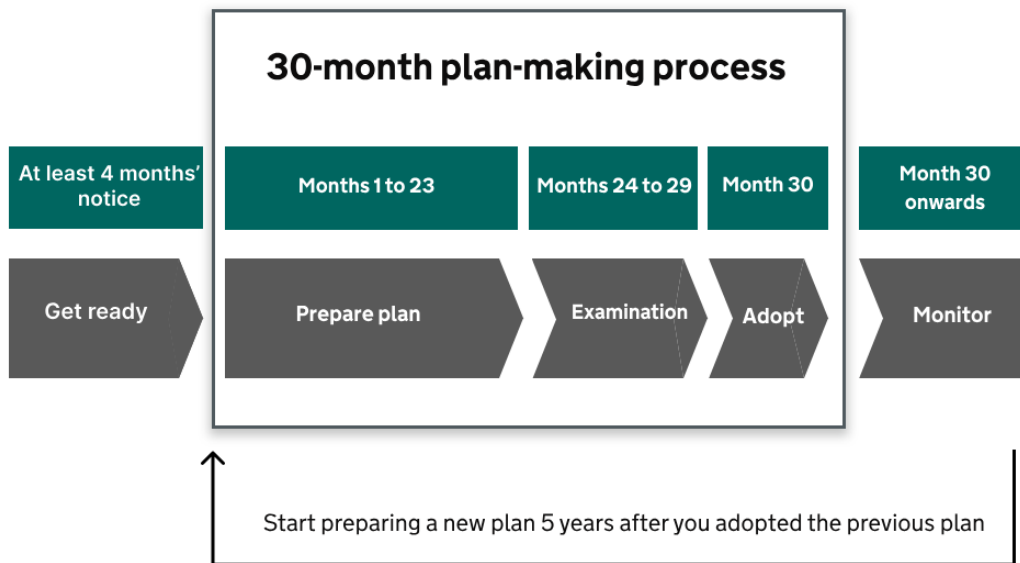
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Introduction

1. Planning reforms

1.1 The Levelling-up and Regeneration Act 2023 (LURA)¹ introduced significant changes to the planning system in the UK. The Act aims to make local plans simpler, faster and more accessible, with the plan making process subject to a 30-month time frame.

Figure 1. The main stages and timings in the 30-month process.



1.2 There are three mandatory consultations as part of the local plan making process. Firstly, a scoping consultation to take place during the getting ready phase. The scoping consultation will invite early engagement and form an understanding on how best to engage throughout the plan making process.

1.3 Two further consultations will be undertaken during the plan preparation stage. The first will invite representations on the draft vision and any aims and objectives, lasting for a minimum of 6 weeks. The second will invite representations on the proposed plan, lasting a minimum of 8 weeks.

1.4 It is a requirement for all local authorities to produce a Project Initiation Document [PID] as part of Local Plan preparations under the new plan making system. The PID is intended to be published at Gateway 1 of the new plan making system. This is immediately prior to the beginning of the 30-month plan making process (as shown in figure 1).

¹ [Levelling-up and Regeneration Act 2023](#)

- 1.5** The PID is required to set out the consultation methods to be used at the key stages of the plan making process. In particular, the PID should identify how the local authority should seek to engage with hard-to-reach groups, or groups historically underrepresented in the planning consultation process.
- 1.6** Engaging underrepresented groups marks a significant challenge for local authorities and may require innovative methods to encourage participation where previous methods have failed to be effective.
- 1.7** In addition to this, and in order to fully achieve this, local authorities will have to identify which groups have been historically underrepresented. In the first instance, this requires a comprehensive demographic review of the population of the borough to establish a baseline. This can then be cross-referenced with equalities data collected from previous consultations. This process can help establish which groups are under and overrepresented in planning consultations. This will then allow the Council to establish the approach to ensure a comprehensive and inclusive engagement.
- 1.8** This consultation and engagement strategy will form part of the PID.

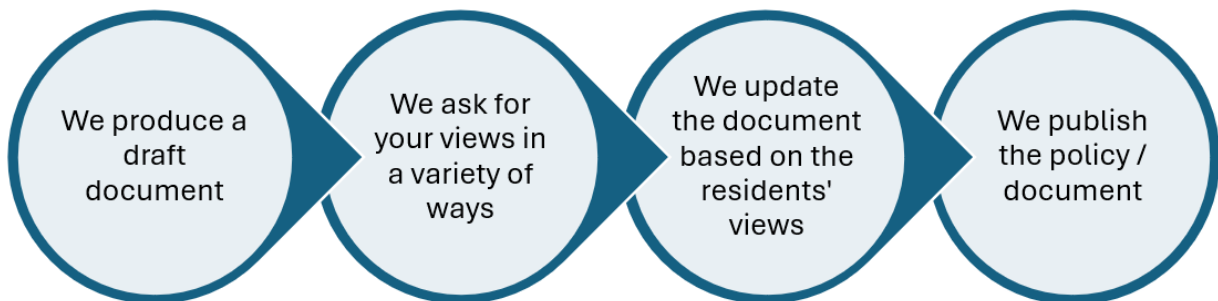
2. Statement of community involvement

- 2.1** The Statement of Community Involvement (SoCI) adopted September 2019² sets out the ways in which residents, businesses and other interested parties can become involved in planning for land use and development in Rushmoor.
- 2.2** It also helps us, as a council, to meet the requirements for consultation and engagement that are set out in national planning legislation. We will always meet these requirements and, where resources allow, will try to go beyond them to seek broader community involvement in plan-making.
- 2.3** As set out in the SoCI, we aim to involve the full cross-section of Rushmoor's community, including 'hard-to-reach' groups who are under-represented in the planning process.
- 2.4** Such groups may have specific needs and include, but are not limited to:
- young people
 - older people
 - ethnic minorities
 - people with disabilities
- 2.5** To achieve wider involvement, we intend to:
- use social media (e.g. Facebook, X) where appropriate
 - Involve the Senior Citizens Forum and Rushmoor Youth Forum (Rushmoor Youth Voice)
 - Work closely with organisations who represent and / or support young people, older people, people with disabilities and ethnic minorities, including the Nepali community
- 2.6** Overall, understand our communities better, using the most up-to-date information available including census data and other sources, so that we can meet the needs of our community in terms of how best to involve them

² [Statement of Community Involvement - Rushmoor Borough Council](#)

4. Strategic context

- 4.1** Whilst councils have a duty to engage with its residents as set out in a variety of legislation, we understand that effective communication is at the heart of any successful decision making. Understanding what the residents of Rushmoor are saying, and having them understand what the council can achieve, helps us to prioritise and deliver the essential services.
- 4.2** This strategy is designed to be a useful tool for all, as it sets out a framework for our communication and engagement activities to ensure our policies and documents reflect the needs of the residents in Rushmoor.

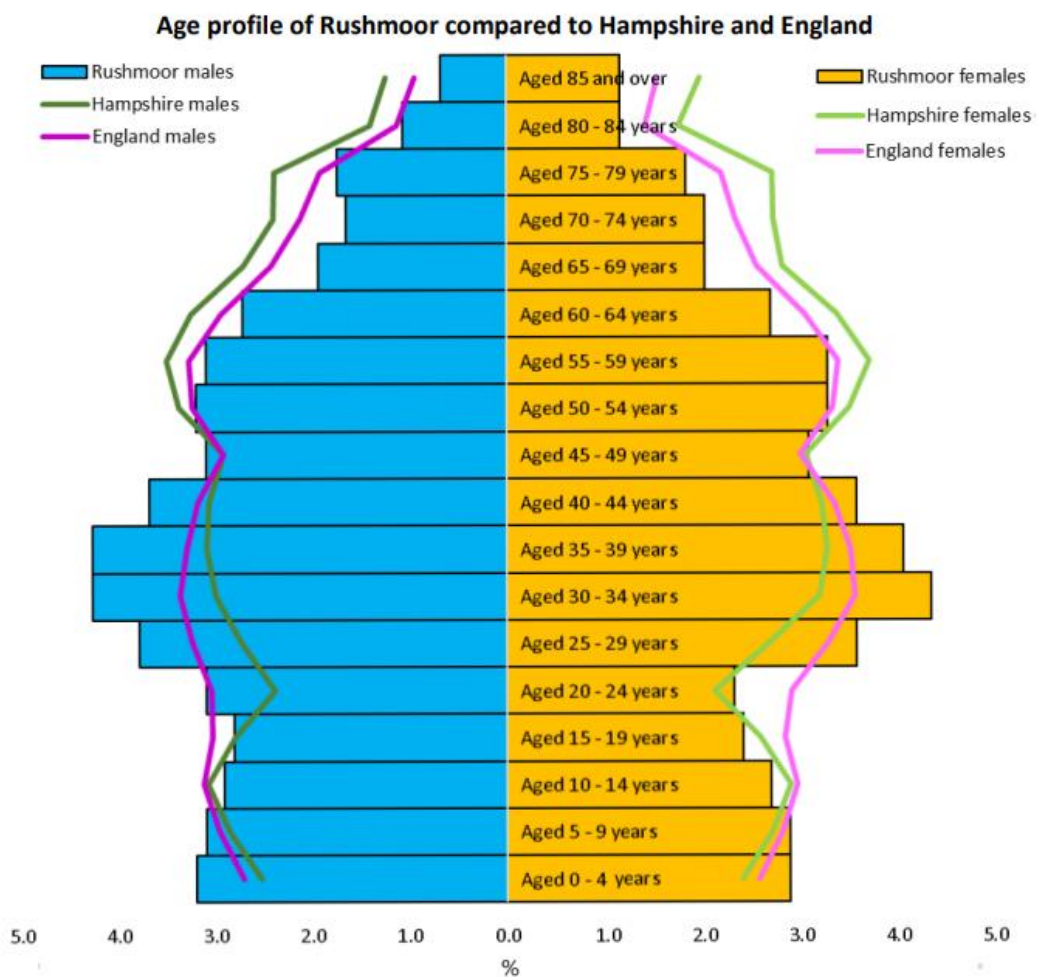


The Rushmoor Community

5. Demographics

5.1 The data in this section has been extracted from the 2021 census data on the Office for National Statistics website NOMIS³. The information will provide an overview of the Rushmoor community and ensure the communication and engagement strategy is an effective strategy to support the Local Plan.

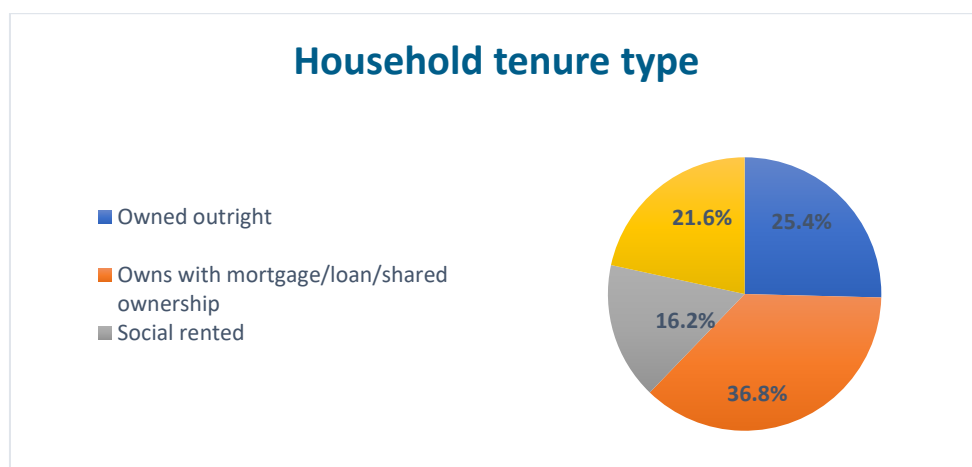
5.2 **Population** - Rushmoor has a total of 99,754 residents, with a very evenly split female and male population. As of 2021, census data reports 49,866 females, and 49,888 males live within the local authority of Rushmoor. The largest age demographic group of residents lie within the 35 to 49 years category, followed closely by those ages 50-64 years, and then 25 to 34 years. The population pyramid below⁴ shows that Rushmoor has a younger population than both Hampshire and England. This may be due to the transient nature of the army population in Rushmoor, where young people move in and out of the borough.



³ [Nomis - Official Census and Labour Market Statistics](#)

⁴ [Age profile data sheet](#)

- 5.3 Ethnicity, country of birth and main household language** - The ethnic population of Rushmoor is largely White, with 77,219 residents (77.4%) identifying as white. The second largest ethnic group is the Asian, Asian British, or Asian Welsh Community, accounting for 14,658 residents (14.7%). The smallest ethnic group accounted for in Rushmoor was Black, Black British, Black Welsh, Caribbean, or African, making up only 2.5% of the population, with 2,531 residents.
- 5.4** Of the residents, 76.2% were born in the United Kingdom, with a further 6.6% having been born in a European Country outside of the United Kingdom. 13.6% of Rushmoor’s residents were born in a country in the Middle East and Asia.
- 5.5** Data suggests that English is the main language spoken for most residents of Rushmoor. In 85.4% of households in Rushmoor, English is the main spoken language for all adult residents. In 4.7% of households, at least one adult speaks English as the main language, and in in 2% of households, at least one person aged 3 to 15 speak English as their main language, despite no adults using it as their main language. In 7.8% of households in Rushmoor, no residents speak English as their main language.
- 5.6** Rushmoor is more ethnically diverse than Hampshire, the Southeast and England. This is mainly due to the Nepali Community which makes Rushmoor’s demographics unique.
- 5.7 Housing and Household Tenure** - There are 39,304 households in Rushmoor, in which 98.5% of Rushmoor’s residents live within. 25.4% of these households are owned outright, and 36.8% are partially owned, with a mortgage, loan, or shared partnership. 16.2% of households are socially rented properties, and a further 21.6% are either privately rented, or its inhabitants are living rent free. Of these households, 64.9% belong to single family households, and 26.7% are one-person households. 8.4% of households in Rushmoor have another variation of household composition. The majority of Rushmoor’s residents (62.2%) either own or partially own their house.



- 5.8 Economic Activity and Employment** - 68.7% of Rushmoor's population aged 16 and over are economically active, including those that are also full-time students. As of 2021, 53,017 residents (66.1%) were currently in employment, however these numbers are likely to have changed somewhat due to varying factors, such as the global covid-19 pandemic. The primary reason for economic inactivity in Rushmoor is retirement, making up 13,875 members of the population. Other primary reasons for economic inactivity were long-term sickness and disabilities, looking after the home or family, and being a student.
- 5.9** 16,651 residents were identified as being a student, making up 17% of Rushmoor's population. When looking at the education level of residents aged 16 and above, 18.3% have no qualifications at all, while 29.8% of the population have level 4 qualifications or above
- 5.10 Health and Disability** - The majority of Rushmoor's population have either good health (34.9%), or very good health (49.5%). These statistics could be due to Rushmoor's larger youth and working-class populations, as health tends to be better for these demographic groups. People who were identified as being in poor health accounted for 3% of the population, whilst those in very poor health only accounted for 0.8% of the population. 14.4% of the population experience some form of limitations in their day-to-day activities due to a disability registered under the equality act. Of these residents, 5,360 (5.4%) suggested that their day-to-day activities were limited a lot.
- 5.11 Deprivation** - 39,304 households in Rushmoor responded to the census data with sufficient information to ascertain whether they belonged to any of the dimensions of deprivation. The four dimensions of deprivation are Education, Employment, Health and Housing. The census sets out the definition of each dimension⁵. 20,081 of these households (51%) were categorised as having no deprivation in any of the four dimensions.
- 5.12** 12,889 households (32.8%) experienced deprivation in one of the four dimensions, 5,038 households (12.8%) experienced deprivation in two of the four dimensions, 1212 households (3%) experienced deprivation in three of the four dimensions and 84 households (0.2%) experienced deprivation in all four of the dimensions.
- 5.13** From this data, it is clear that just over 50% of households do not live in any dimension of deprivation. However, 49% of households were categorised as being in at least one dimension of deprivation.

⁵ [Household deprivation variable: Census 2021 - Office for National Statistics](#)

Key Demographic Highlights

6. Population

- 6.1 Rushmoor has a younger age profile than the average for Hampshire and England, with almost half (46%) of the population aged between 19-50 (23,383 males, 22,337 females). Community engagement and consultation should capture the age demographic to monitor who is answering any responses to ensure that the respondents are broadly representative of the population composition.
- 6.2 With the top three age groups, 35-49, 50-64 and 25-34 making up 56.2% of the population, this shows that Rushmoor has a large working age population. Community engagement and consultation should consider the day-to-day activities of this age demographic and tailor communication and research methods to suit.

7. Ethnicity, country of birth and main household language

- 7.1 Although 92.2% of households in Rushmoor have a resident that speaks English as their main language, 7.8% do not. Rushmoor also has a large Nepali community. This data should be taken into account when engaging and consulting with the community in order to ensure that all demographic populations are able to contribute and communicate their views.

8. Housing and Household Tenure

- 8.1 Overall, the data shows that home ownership is the majority housing tenure, with families being the dominant household type. Renting, both social and private, plays a meaningful role in housing provision. Single family households are the most common (64.9%) and one person households account for just over a quarter (26.7%). Homeowners often value long-term planning, renters may feel less connected and one-person households can be isolated. Community engagement should have regard to housing tenures and be tailored to ensure the methodology is suitable for all.

9. Economic Activity and Employment

- 9.1 Around 68.7% of residents aged 16+ are economically active. 31.3% of residents are considered economically inactive. This number is mainly due to the number of retired residents 13,875 (13.9%) and the 16,651 students (17%). The Ministry of Defence is the area's main employer and it's relatively young average workforce age of 31, may explain the high level of economic activity. Consultation events should have regard to the workforce and be tailored to suitable times/days.

10. Health and Disability

- 10.1** 14.4% of the population experience some form of limitations in their day-to-day activities due to a disability registered under the equality act. Of these residents, 5,360 (5.4%) suggested that their day-to-day activities were limited a lot. The local plan should set out to establish ways in which daily life for these residents can be made more accessible, and limitations can be minimised.

11. Deprivation

- 11.1** 16% of households were categorised as being in at least two dimensions of deprivation. This is a segment of the borough that is likely to be under-represented in engagement and consultations. It is therefore essential that communications and engagement are targeted in known areas of deprivation to ensure any decision making does not further exacerbate deprivation.

12. Key Demographic Highlights Summary

- 12.1** Sufficient information should be captured to ensure that it can be monitored and then demonstrated that the responses are representative of the demographics in the borough. Information should be available in several formats to ensure it is accessible to all within the borough. Consultation and engagement events should be tailored to engage with those in areas of deprivation, the Nepali community, the military community and those who are economically active.

Stakeholders

13. Stakeholders

- 13.1** The changes to the Planning and Compulsory Purchase Act 2004 made by the Levelling Up and Regeneration Act 2023 to introduce the new plan-making system did not save Section 33a relating to the “duty to cooperate”. Section 33a required on-going collaboration and engagement between neighbouring local authorities and other relevant bodies throughout the preparation of any development plan.
- 13.2** The duty to cooperate therefore no longer applies to plan-making, but there is still an expectation for plan-making authorities to maintain cooperation with infrastructure providers, neighbouring and other plan-making authorities and other relevant bodies to identify and address cross-boundary matters that need to be addressed in their plans.
- 13.2** The below sections list the specific and general consultation bodies as set out in the Town and Country Planning (Local Planning) Regulations 2026 and where not a singular body, identifies those which are relevant in Rushmoor.

14. Specific Consultation Bodies⁶ (Statutory Consultees)

- Active Travel England
- Any person to whom the electric communications code applies and who owns or controls electric communications apparatus within the area
- Canal & River Trust
- Civil Aviation Authority
- Coal Authority (Mining Remediation Authority)
- English Sports Council (Sport England)
- Environment Agency
- Forestry Commission
- Highway Authority within or adjoining (Hampshire County Council and Surrey County Council⁷)
- Historic Buildings and Monuments Commission for England (Historic England)
- Homes and Communities Agency (Homes England)
- Integrated Care Board (NHS Thames Valley Integrated Care Board)
- Electricity company (Scottish and Southern Electricity Networks)
- Gas company (Southern Gas Network)
- Sewerage undertaker (Thames Water and Severn Trent Services)
- Water undertaker (South East Water)
- Marine Management Organisation
- Natural England

⁶ As set out in the Town and Country Planning (Local Planning) Regulations 2026

⁷ From April 2027 Surrey County Council will be replaced by West Surrey Council

- Neighbourhood forums within or adjoining
- Network Rail Infrastructure Limited
- Office for Nuclear Regulation
- Office of Rail and Road
- Education authority (Hampshire County Council)
- Lead Local Flood Authority (Hampshire County Council)
- Responsible authority for Local Nature Recovery Strategy (Hampshire County Council)
- Within or adjoining the local plan area:
 - Local planning authorities (Hart District Council, Surrey Heath Borough Council, Guildford Borough Council, Waverley Borough Council⁸)
 - Minerals and waste planning authorities (Hampshire County Council and Surrey County Council⁹)
 - Parish councils
 - Local policing bodies (Hampshire Police and Crime Commissioner and Surrey Police and Crime Commissioner)
 - Combined authorities
 - Combined county authorities (Hampshire and the Solent County Combined Authority)

15. General Consultation Bodies¹⁰ (Statutory Consultees)

- Voluntary bodies, some or all of whose activities benefit all or part of the planning authority's area
- Bodies which represent the interests of persons in the planning authority's area who share a protected characteristic under the Equality Act 2010
- Bodies which represent the interests of persons carrying on business in the planning authority's area

16. Other Consultees/Interest Groups

Many other bodies and individuals are registered on our planning policy database. These have been grouped and include:

- Individual residents, residents' associations, local strategic partnership, community groups, societies and political parties
- Councillors - Local and County
- Local businesses, business associations, chamber of commerce, commercial companies
- Planning Officers in other local authorities, developers, agents, planning consultants, architects, surveyors, landscape architects, housing associations
- Landowners, Estate agents (residential and commercial)

⁸ From April 2027, Surrey Heath, Guildford and Waverley Borough Councils will be replaced by West Surrey Council

⁹ From April 2027 Surrey County Council will be replaced by West Surrey Council

¹⁰ As set out in the Town and Country Planning (Local Planning) Regulations 2026

- Disabled groups, public agencies, charity organisations, voluntary organisations, ethnic groups, care providers, health providers, leisure groups, minority groups, religious groups, sports bodies, young people, allotments groups, police, older people, faith groups, equalities groups, community support groups.
- Environment, nature and historic groups, Conservation Area Advisory Committees
- Infrastructure providers, schools and education institutes, transport groups
- Members of Parliament
- Government Departments

18. Hard to reach Groups

Hard to reach Groups/Groups who have had traditionally low levels of engagement, as set out in the Statement of Community Involvement¹¹ (para 1.7):

- young people;
- older people;
- ethnic minorities; and
- people with disabilities.

¹¹ [Statement of Community Involvement - Rushmoor Borough Council](#)

Engagement

19. Digital Engagement

- 19.1** There are now many different ways to communicate digitally, each of which helps reach a wide range of generations.
- 19.2** Social media is a useful platform where the public can interact directly with the council and obtain specific information such as event location and times. It can be used to convey important information quickly; however, this has fuelled service users' expectations around the speed of updates, creating pressure for rapid updates in a short concise format. Rushmoor Borough Council currently have over 15,000 followers on Facebook and 5,500 followers on X (Formerly Twitter).
- 19.3** The council's website is widely used by residents, who rely on it to access a range of services such as planning applications, council tax, and the latest local news. As a central hub for residents, the website is an essential tool for communicating and providing information to the public. It also serves as the primary space for hosting more detailed or comprehensive content that would be impractical to share on social media, such as policy documents and consultations.
- 19.4** Video content, including drone footage, can play an important role in conveying information to the public. It can make complex topics more engaging and easier to understand. Longer or more detailed videos can break down information that might feel overwhelming in written form, guiding viewers through processes step-by-step. By combining visuals, narration, and real-world examples, video allows for communication in a more relatable way that meets the expectations of modern audiences.
- 19.5** Questionnaire tools such as Microsoft Forms and SurveyMonkey are valuable for gathering structured feedback from residents in a quick and accessible way. They can be designed in-house for surveys, consultations, and questionnaires that can be completed on any device, making participation easier for a wide range of service users. They can easily be shared through websites, social media, and email, which broadens engagement and ensures that residents can contribute their views at a time and pace that suits them.
- 19.6** Consultation platforms, such as Survey123 for example, provide a central, user-friendly way for residents to take part in local consultations. They are designed to share proposals, gather feedback, and present information clearly through surveys, interactive maps, and document libraries. These tools also streamline analysis by collecting responses in one place, helping councils understand public views and demonstrate how feedback has influenced decisions. However, they do have financial implications.

20. Non-interactive Communications

20.1 Non-interactive communication methods, such as the weekly staff newsletter, the borough-wide quarterly magazine (ARENA), email updates to residents on the council's database, and councillors' own email communications, all play an important role in keeping both residents and employees informed and engaged.

20.2 Although these methods do not invite responses or create a space for input, each method reaches different audiences in different ways:

- Internal newsletters ensure staff are well briefed and able to share accurate information.
- The quarterly magazine provides a broad overview of local news, and upcoming consultations to every household.
- Councillors' emails add a more personal, community focused method of communication
- Targeted emails deliver timely updates and consultations directly to those who have opted in.

21. Employee Engagement

21.1 Employees of the council are a valuable asset in supporting communication and engagement across the borough. Through their day-to-day roles, such as the community safety team, local liaison officers, the communications team, and town centre teams, they naturally interact with residents and local groups, helping to share information.

21.2 Employees of the council also act as ambassadors for the council within their own communities. When internal colleagues are aware of current consultations or engagement activities, they can promote them through local networks, including neighbourhood WhatsApp groups, community Facebook pages, and other informal channels, helping to extend the council's reach and encourage wider participation.

Previous engagement

21. Council Consultations

21.1 A variety of departments across the council undertake consultations, and in the period of August 2024 to September 2025, twelve separate consultations were undertaken by different departments within the council (full details can be found in Appendix A).

21.2 An overview of three of these consultations, as shown in table 1, demonstrates that using a digital platform and a targeted approach positively affects the response rate.

Table 1: Consultation Event Findings

	South Farnborough Conservation Area Review	Open Space Study	Community Safety Resident Survey
Consultation Period	6 weeks	6 weeks	28 days
Method	<p>Information about the review was available at:</p> <ul style="list-style-type: none"> • Council offices. • Local Libraries. <p>The review was advertised on the:</p> <ul style="list-style-type: none"> • Councils' website. • Social media pages. <p>Letters were sent to targeted addresses.</p> <p>An email was sent to those on the policy database.</p> <p>One in-person event was held mid-afternoon on a weekday.</p>	<p>Information about the survey was available at:</p> <ul style="list-style-type: none"> • Council offices. • Local Libraries. <p>The review was advertised on the:</p> <ul style="list-style-type: none"> • Councils' website. • Social media pages. <p>An email was sent to those on the policy database.</p> <p>Posters were displayed in 35 of the open spaces.</p> <p>Officers actively engaged with users in the open space to complete the survey.</p>	<p>Information was available on the:</p> <ul style="list-style-type: none"> • Councils' website. • Social media pages. <p>The survey was shared with local schools and colleges.</p> <p>The survey was shared on the social media platforms of local police.</p> <p>Officers actively engaged with the public to complete the survey.</p>
Response was invited via	Email	Microsoft Form Survey	SurveyMonkey survey
Responses Received	15	610	1016

Proposed Consultation and Engagement Strategy

22. Principles

22.1 Draft Consultation and Engagement Strategy

This consultation and engagement strategy has been drafted, developed by the findings to date, covering all consultation stages required under the Levelling Up and Regeneration Act. The draft Consultation and Engagement Strategy will be subject to a 6-week consultation, as part of the Scoping Consultation, ahead of adoption.

22.2 Apply Consistent Local Plan Branding

A unified visual identity will be applied across all Local Plan materials to distinguish these consultations from other council engagement activities during the plan-making period.

22.3 Capture Community Demographic Information

In order to ensure there is a true representation of the Rushmoor community demographic questions will be included in each consultation event, or an approximate record will be taken by the officer where an open event is held.

22.4 Monitor Responses Throughout Each Consultation

Responses will be periodically reviewed to ensure responses remain balanced and representative of the wider Rushmoor community.

22.5 Use a Mix of Engagement Methods

A range of digital, non-interactive materials and in-person events will be used, although face to face engagement will remain a core part of the consultation process.

22.6 Follow the Five Principles in the Statement of Community Involvement (SCI)

Ensure all consultation activities align with the principles set out in the SCI guiding how the council engages with the community:

- Ensuring equal opportunity – we are committed to ensuring that all members of the community involved in engagement are treated fairly without discrimination;
- Keeping the community informed - we will inform the community when we are consulting and how the consultation process will work, aiming to provide balanced and objective information to help people understand the process;
- Ensuring the community is involved – we want as many interested parties to be involved as possible, so we want to make the process of having your opinion heard as easy as possible throughout the process. Community engagement will be readily accessible, with the relevant documents available for inspection at specified public places and on the Council’s website. Electronic forms of communication will be used where it is best placed to serve the community; Ensuring community engagement is relevant – we aim to focus

our engagement on the groups/individuals to which the subject matter is relevant. This includes those who are not recognised as a statutory consultee.

- Providing feedback – we will analyse all responses to consultations and respond as appropriate. This may be in the form of consultation statements, reports following any research and the Authority Monitoring Report, which will show how we are performing against our adopted Local Plan policies. guiding how the council engages with the community.

22.7 Engage in a Meaningful and Relevant Way

Tailor engagement to the needs and interests of different groups to ensure participation is purposeful and effective, examples of which are set out in Table 2.

Table 2. Examples of ways we may engage with hard-to-reach or under-represented groups

Groups	Example of ways we may engage
<p>Younger people <i>(specific demographic data will not be collected)</i></p>	<p>‘Hands On’ stall at events with use of materials to engage with children to ask relevant questions about matters such as play parks, skate parks etc.</p> <p>Place an information article in school newsletters encouraging parents to get the views of their children.</p> <p>Hold an in-person event at lunchtime within the local colleges.</p> <p>Include QR codes on information posters and liaise with local colleges to encourage participation.</p>
<p>Older people</p>	<p>Hold events that are physically accessible, clearly signposted and offer rest areas.</p> <p>Where possible, the event location should provide hearing loops.</p> <p>Ensure all digital information is accessible and compatible with assistive technology.</p>
<p>Working parents/busy families</p>	<p>Information poster with QR link to questionnaire in playgrounds, waiting areas (e.g. soft play, swimming pool viewing gallery, Gymnastics centre, ski centre).</p> <p>In person events at weekends to include ‘distractions’ such as games or sweets for children.</p>
<p>Military Community</p>	<p>Information/manned stand at Aldershot Garrison Community Hub (HIVE).</p> <p>Information/manned stand in a dining Hall within an Army Camp.</p> <p>Liaise with Garrison Families Officer to attend organised events at the Community Hub, such as ‘stay and play.’</p>

	Information posters within Aldershot Garrison Sports Centre.
People who identify as having a disability	<p>Ensure liaison with all schools in the area, including those that support pupils with a learning disability.</p> <p>Liaise with local specialised groups, such as Parity for Disability or Rushmoor Accessibility Action Group, to encourage participation by their members</p> <p>Use tactile aids, such as models to demonstrate the proposals to allow those with a visual impairment to respond to the consultation.</p>
Language Barrier	<p>Where possible, ensure information and digital / non-digital questionnaires are available in multi-lingual options.</p> <p>When available, have a multi-lingual representative at manned stalls/events.</p> <p>Engage with the Greater Rushmoor Nepali Community (GRNC).</p> <p>Ensure cultural respect, contacting elders within the community, rather than individuals.</p> <p>Liaise with the Community Engagement Officer on events/groups etc. that can be used as an information channel.</p>

Table 3. Proposal

When	Why	How
<p>Scoping Consultation (6 weeks)</p>	<ol style="list-style-type: none"> 1) Official notification of the Councils intention to start the plan making process (4 months' notice). 2) Invite the views of the public and local councillors on the key issues that the new Local Plan should address. 3) Provide an understanding of the plan making process and emphasise the importance of community involvement in subsequent consultations. 4) Capture minimal demographic detail to ensure responses are representative. 5) Request feedback on the consultation process to form an adopted Consultation and Engagement Strategy. 	<ul style="list-style-type: none"> ➤ Internally through staff newsletters, councillors' newsletters and internal communication forums. ➤ Make information available on the council's website, including a calendar that advises of the current stage of engagement and any future engagements. ➤ Add information to the council's social media channels (Facebook, X). ➤ Make documentation available in both local libraries and the Council Office. ➤ Display information in the council's public notice boards. ➤ Display information materials (e.g. posters) in public areas such as town centres, shopping centres or high foot fall areas. ➤ Collate responses and demographic details (received online or in hard copy) through the use of digital software. ➤ Undertake community reaching events such as: <ul style="list-style-type: none"> ○ Drop in event(s) at the council office/Princes Hall ○ Have an information stall in the town centres on event days and/or market days ○ Attend local groups and events. ➤ Use audio aids, webinars, recorded short videos to share on social media, website and other audio platforms. ➤ Target the hard-to-reach and underrepresented groups using methods as set out in Table 2. ➤ Encourage stakeholders to participate through targeted information and stakeholder only workshop(s). ➤ Encourage local businesses and business owners through targeted information and business only workshop(s).

When	Why	How
<p>Mandatory Public Consultation (6 weeks)</p>	<p>1) To invite views on the vision, aim and objectives of the local plan as established in the early engagement process</p> <p>2) Fully engage with as many people as possible, targeting stakeholders and hard to reach groups.</p> <p>3) Capture specific demographic data to ensure a true representative response.</p>	<ul style="list-style-type: none"> ➤ Internally through staff newsletters, councillors’ newsletters and internal communication forums. ➤ Make information available on the council’s website, including a calendar that advises of the current stage of engagement and any future engagements. ➤ Add information to the council’s social media channels (Facebook, X). ➤ Make documentation available in both local libraries and the Council Office. ➤ Display information in the council’s public notice boards. ➤ Display information materials (e.g. posters) in public areas such as town centres, shopping centres or high foot fall areas. ➤ Collate responses and demographic details (received online or in hard copy) through the use of digital software. ➤ Undertake community reaching events such as: <ul style="list-style-type: none"> ○ Drop in event(s) at the council office/Princes Hall ○ Have an information stall in the town centres on event days and/or market days ○ Attend local groups and events. ➤ Use audio aids, webinars, recorded short videos to share on social media, website and other audio platforms. ➤ Target the hard-to-reach and underrepresented groups using methods as set out in Table 2. ➤ Encourage stakeholders to participate through targeted information and stakeholder only workshop(s). ➤ Encourage local businesses and business owners through targeted information and business only workshop(s).

When	Why	How
Mandatory Public Consultation <i>(8 weeks)</i>	<ol style="list-style-type: none"> 1. To invite views on the proposed local plan, proposed local plan policies and evidence. 2. Provide a summary of the main issues raised previously and how these have been addressed. 3. Capture specific demographic data to ensure a true representative response. 	<ul style="list-style-type: none"> ➤ Internally through staff newsletters, councillors’ newsletters and internal communication forums. ➤ Make information available on the council’s website, including a calendar that advises of the current stage of engagement and any future engagements. ➤ Add information to the council’s social media channels (Facebook, X). ➤ Make documentation available in both local libraries and the Council Office. ➤ Display information in the council’s public notice boards. ➤ Display information materials (e.g. posters) in public areas such as town centres, shopping centres or high foot fall areas. ➤ Collate responses and demographic details (received online or in hard copy) through the use of digital software. ➤ Undertake community reaching events such as: <ul style="list-style-type: none"> ○ Drop in event(s) at the council office/Princes Hall ○ Have an information stall in the town centres on event days and/or market days ○ Attend local groups and events. ➤ Use audio aids, webinars, recorded short videos to share on social media, website and other audio platforms. ➤ Target the hard-to-reach and underrepresented groups using methods as set out in Table 2. ➤ Encourage stakeholders to participate through targeted information and stakeholder only workshop(s). ➤ Encourage local businesses and business owners through targeted information and business only workshop(s).

When	Why	How
Examination	Let people know about the hearing. Timetable/days/location etc.	Timetable on the council's website Email local authorities

When	Why	How
After adoption	Thank people for taking part Where to find the new local plan	Update council's website

Appendix A

Overview and Scrutiny Community Engagement Report Oct 2025

COMMUNITY CONSULTATION

1. INTRODUCTION

The Overview and Scrutiny Committee often reviews consultation reports as part of items on the work plan and the Committee has requested a report setting out how the Council undertakes its consultation work with residents.

The purpose of this report is to inform Members of the Overview and Scrutiny Committee about how the council consults with residents and how the council are working to improve engagement with harder to reach groups.

2. SCOPE

The Council carries out a varying number of consultations in any year. Some of these will be delivered in house by council officers (e.g. the Community Governance Review) and others may be delivered by external companies (Hampshire Council's joint Local Government Review Survey)

The focus of this report is on the consultations that are open to the public, where demographic questions have been asked that enable us to review how representative the consultation responses are.

This report will set out:

- How we use surveys to engage the community to inform Council decision making
- How we ensure that consultations and surveys responses provide reliable and useful data
- How might we improve response rates and representation across the community

At Appendix A is list of the consultations the Council has carried out in the past year and their response rates.

3. BACKGROUND

The council consults on a wide range of issues from service delivery changes, to council structural changes (Local Government Review & Community Governance Review), to understanding residents views and priorities (annual residents surveys).

The online survey tool (SurveyMonkey) was first purchased in 2012 as a way of engaging residents with surveys via the council's website. Before the move to digital, consultations were often carried out by external companies, either by paper, face to face interviews or by telephone.

The online surveying tool was originally used as an addition to paper surveys for specific council services surveys, for example Council Tax Support surveys. In 2017 the council engaged with residents with the 'Option to convert Southwood Golf Course into new natural open parkland', this survey received 2,413 responses with 93.4% being online responses. After this survey it seemed clear that online surveys were effective and cost efficient, particularly when the subject matter was of wide interest or, as with the golf Course closure, controversial.

After this the council carried out a pilot residents survey in 2018, to see if an online based residents survey would get the responses needed to understand residents' views. The 2018 survey received 1,042 responses (with 99.6% of responses online), at the time getting over 1,000 responses with a population 95,800 (2017 ONS mid-year population estimate) fell within the range for the results being statistically significant with a low margin of error at the appropriate confidence interval.

In recent years due to budget constraints, the majority of council's surveys have been carried out in-house. This has limited consultation costs to in-house staff resources (approximately 0.2 dedicated FTE) plus input from the Communications and where appropriate the Community Development Team. In addition there is a small budget for licensing costs and printing. Having the data in house means it can easily be investigated and interrogated. Also, it can ensure a quick turnaround from when a consultation closes to when the consultation report is published.

If a project or service has a budget for a consultation they may use external companies for their surveys. Sometimes this is the most appropriate method, particularly for specialist or targeted consultation.

However, whilst the online self-selection method of engaging with the residents may often receive 1,000 plus responses, respondents may not be representative of the population of the Borough. This differs from surveys carried usually out by external companies which a quota can be specified to ensure numbers of respondents and enable sample respondents to be more representative of our borough demographic.

Note: some consultation surveys must be self-selecting (open for anyone to fill in) for legal reasons.

4. CREATION OF SURVEYS FOR CONSULTATIONS

For surveys carried out in house, services will usually contact the Communications team in the first instance. The Communications team alongside the policy and performance officer who holds Councils online surveying account, will work together with Services create the questions that will give them the information they need, in a non-bias and easy to understand way. However, some services will need to some questions written in a certain way for legal purposes.

If a project or service uses external companies, the Communications team will usually be involved to some extent. Whenever a survey issue is to impact residents, the team are generally involved at an early stage, and if not with survey creation, then in terms of review, publication of the website and promotion.

5. PROMOTING CONSULTATIONS

Generally, for self-selecting online surveys the main methods of sharing consultations include;

- Emails to all those who have signed up to receive news and consultations (6,374 people)
- Shared via social media (Facebook, X, Nextdoor, Instagram)

In addition there may also be:

- Articles in Arena
- Paper copies at the Council Offices reception and/or other locations across the Borough
- Attendance at events it details of the survey or paper copies
- 'Roadshows', drop-ins at the Council offices or other place and static displays
- Letters sent to directly those most affected
- Some surveys will be shared with/by partner organisations
- Some surveys will be shared with/by schools and colleges
- Some surveys will be shared with businesses

The extent of the methods used will be dependent on what the survey is about, the timelines of when the consultation happens and for how long they run for and the budget and resources available.

Some consultations have a statutory amount of time the consultations must run for, this could be four, six, eight weeks or even longer. Good practice would suggest four weeks would be the minimum and eight weeks maximum.

Where multiple methods are used it is difficult to determine how a respondent found out about a survey and this is not currently measured. It is possible to correlate higher numbers of on-line survey being completed with, for example, a social media post or delivery of Arena. Appendix B of this report sets out 2 examples showing responses received over a timeline of promotions of a survey.

There are other limitations to understanding the response rate including :

- Some consultations are technical and specialist, therefore do not have a board appeal
- No control of when someone might share a social media post to a large group (for example Aldershot and Farnborough social media communities)
- No control of when someone might share and email with a larger group (for example schools and colleges)
- Paper copies are not always inputted straight away (there could be a delay of a few days)
- There maybe a few surveys running at the same time risking consultation fatigue
- Not everyone will look at their emails or at Arena the moment they receive it

Note: Arena may take up to a week to be delivered to households and normally some residents will request paper copies.

6. ACCESSIBILITY OF SURVEYS

All surveys are produced with a view to enabling easy responses taking into account reading ages and to provide those with limited English the best chance of understanding. Where questions are repeated in survey year after year, to get an understanding to if views are changing, the council will consider minimal changes to the wording to make the question easier to understand but still be appropriate to be considered a comparison with previous years. to

questions asked previously. For example, changing satisfied and unsatisfied, to maybe happy and unhappy.

For the digitally excluded making paper copies of surveys available on request or at events is very important. When a survey is advertised via Arena there is always be an option to request a paper survey.

Online surveys have the ability to be read aloud by a browser or other technology and work to ensure all aspects of the survey are accessible, including images. The council may also considered larger print versions for those with eyesight issues on request.

7. SHARING RESULTS OF CONSULTATIONS WITH PUBLIC

Survey results similarly are published in an accessible format and usually on the Council's website. In some instances a consultation report will be shared as part of a decision report and will be available via the councils meeting agendas. The council is working towards sharing all results of its consultations via a single web page:

[Results from our consultations - Rushmoor Borough Council](#)

8. COLLECTING CHARACTERISTICS OF RESPONDENTS

As part of the Equality Act 2010, the council must make sure their services are open and accessible to everyone, and that they treat people fairly and appropriately and in consultations, and hear all views. Council surveys often include demographic/personal questions to check they are doing this and help them to understand better the answers we receive.

The council should only collect personal data when there is a reason for it to be collected and it will used for this purpose.

If the council collects demographic information from respondents, the council generally collects the following data for our residents (examples of the questions can be seen in appendix B):

- Age
- Sex
- Ethnic group
- If they have any health condition that affect their day-to-day living
- And more recently an armed forces veteran question

The questions are all voluntary and have a prefer not to say option.

The council no longer collects this data from those under 18 years of age as UK GDPR treats children as vulnerable data subject, therefore minimising data collection from those under 18 years of age reduces possible safeguarding concerns and risks.

Town and ward data is also sometimes collected to understand whether the respondent's geographic location effects their view.

Note: External companies may have their own demographic questions that they require to ask to maintain their own ethical and professional standards.

9. SURVEY RESPONDENTS

Not all surveys the Council undertakes receive a representative response or a level of response that would be considered statistically significant or could be relied upon in isolation to make a decision. Appendix D show the characteristics of the respondents to the councils most recent or larger surveys. In appendix D the only survey that is fully representative is the Local Government Review survey where an external company carried out the consultation. The other surveys had the following themes of underrepresentation:

- In Rushmoor the largest ethnic group is the Nepali community accounting 10.6% of all residents (2021 Census). In all the surveys listed in Appendix D the 'Asian other' group which includes the Nepali community is often underrepresented in responses.
- In all surveys, residents under 34 years of age are underrepresented.
- In Surveys that collect data on where people live and invite residents to select their town Aldershot residents are generally underrepresented.
- Males are also generally underrepresented. Interestingly this not the case in the Community Governance Review survey and one of the Local Government Review surveys. This may suggest the number responses from male and female respondent also depends on the topic of the survey.

10. BENEFITS OF USING EXTERNAL COMPANIES FOR REPRESENTATIVE SURVEY SAMPLES

The cost of using external companies for surveys varies depending on type, survey size, sample size, method and analysis. For example, a representative face to face residents survey with a sample size of 500 could cost between £15,000 and £25,000. However, the company can ensure that the survey is representative of the borough by how it collects responses and by weighting responses. As mentioned above, out the councils' recent surveys only part of the Local Government Review survey carried out by an external company is representative.

11. CURRENT IDEAS ON REACHING THOSE THAT ARE UNDERREPRESENTED

A group of Officers have been working to understand how to increase responses, and in particular from those who are underrepresented. The current ideas from this group are:

For an increase in total numbers responding:

- Where appropriate offer a prize draw (for example pantomime tickets)
- Attend more events and town centres at the weekends (these could be focused in areas of low response) – resource implications

For an increase from the Nepali community

- Have the survey in Nepali. However, this has to be paper version or possibly a PDF form. Responses to the open question will need to be translated back into English – resource implications
- Working with the *Citizens Advice* to increase survey respondents – budget implications

For an increase from male respondents and those under 34 years of age

- Ask sports and fitness groups/clubs to share surveys

- Share with colleges and possible have a stand at colleges during the day – resource implications

12. HOW DO WE KNOW IF THE COUNCIL IS DOING CONSULTATION WELL

There are no specific targets for surveys, as the range in size, scope and complexity varies. The council aims for in-house surveys to have over 1,000 responses and be as representative as possible.

The following residents survey question has been identified as a key measure in the Council's performance monitoring:

To what extent do you think the Council acts on the concerns of local residents?

This question can be used to indicate whether the residents feel like they are being listened to. This question was last asked in 2023 with 33.5% indicating that they thought the council acted on their concerns a great deal and a fair amount. The question is due to be asked again in the 2025 residents survey, due to commence in late October/November.

13. SUMMARY

Carrying out surveys in house can provide enough responses to be statistically significant. However, the respondents may not be representative of the local community. The groups that are often underrepresented are the Nepali community, those under 34 years of age, males and those from Aldershot. The type of survey also affects the response rate. The council has ideas to improve responses rates form particular groups but have not had the chance to carried these out.

Level of budget and other resources has a significant impact on the decision to undertake survey's in-house or externally.

APPENDICIES

Appendix A - List all of the consultations the Council has carried out in the past year

Appendix B – Responses to sharing methods used with in-house surveys

Appendix C – Example of demographic questions

Appendix D– Survey respondents

CONTACT DETAILS

Report Author

Sharon Sullivan, Policy Officer sharon.sullivan@rushmoor.gov.uk

Head of Service

Karen Edwards, Executive Director karen.edwards@rushmoor.gov.uk

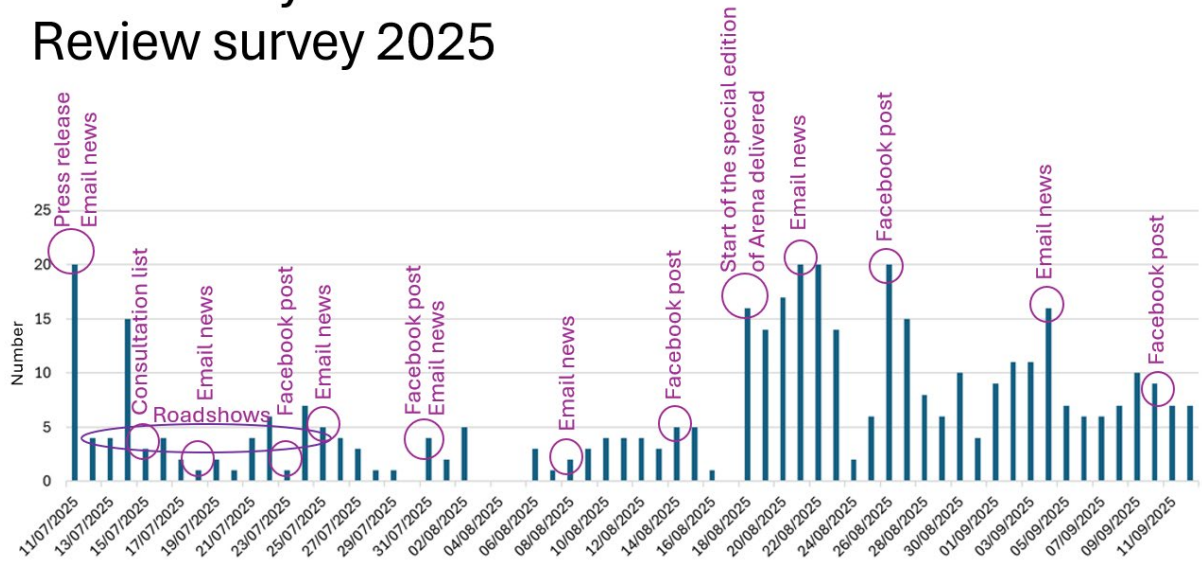
Appendix A - list all of the consultations the Council has carried out in the past year

A list of all public consultations and resident surveys	Date	The total number of responses	Links to any final reports or summaries produced	Details of how the findings were used in council decision-making or strategy.	The total spend on consultations, surveys.
Community Governance Review Consultation	July to September 2025	412	https://democracy.rushmoor.gov.uk/documents/s15558/Annex%20%20-%20Community%20Governance%20Review%20Update%20and%20Next%20Steps.pdf	Currently being used to make decisions about introducing Parish Councils or Neighbourhood Committees in Rushmoor	Carried out in house using SurveyMonkey. Staff time and social media promotion. Special edition of the Council Magazine to advertise the survey (printing and postage) - £5123
Basingstoke and Dene, Hart and Rushmoor Local Government Reorganisation Survey - Joint Survey	June to August 2025	507 face to face 483 self-selecting	Summary not published yet	Used to make a business case to Government around the future of Hampshire Councils	£12,175 payment to external company
Farnborough New Leisure Centre proposals - Have your say Consultation	July 2025	483	Survey Analysis: New Farnborough Leisure Centre	Results used to inform design proposals for the FLC and in the statement of community involvement for planning	Staff time, social media promotion and external contractors £2,769.13
Our Place, Our Future: Shaping council services in Hampshire, Southampton, Portsmouth and the Isle of Wight (Local Government Reorganisation) - Joint survey	June to July 2025	All - 13334. Rushmoor - 156	lgr-appendices.pdf	Used to make a business case to Government around the future of Hampshire Councils	£6,853 payment to external company
Welfare reforms survey	May to June 2025	58	https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=VBw5dwobxaALPUyqsEeEU6QGxrlxW5Q&id=xrIKROOSyU6L0zpYWLz9mQkQR0brVvHuzt9kk5Z2sdUMzBZSVBSOVVOQUFVNUVHTFUxUjk1MFZGTC4u	Used to respond to a governments consultation	Carried out in house using Microsoft Forms. Staff time and social media promotion

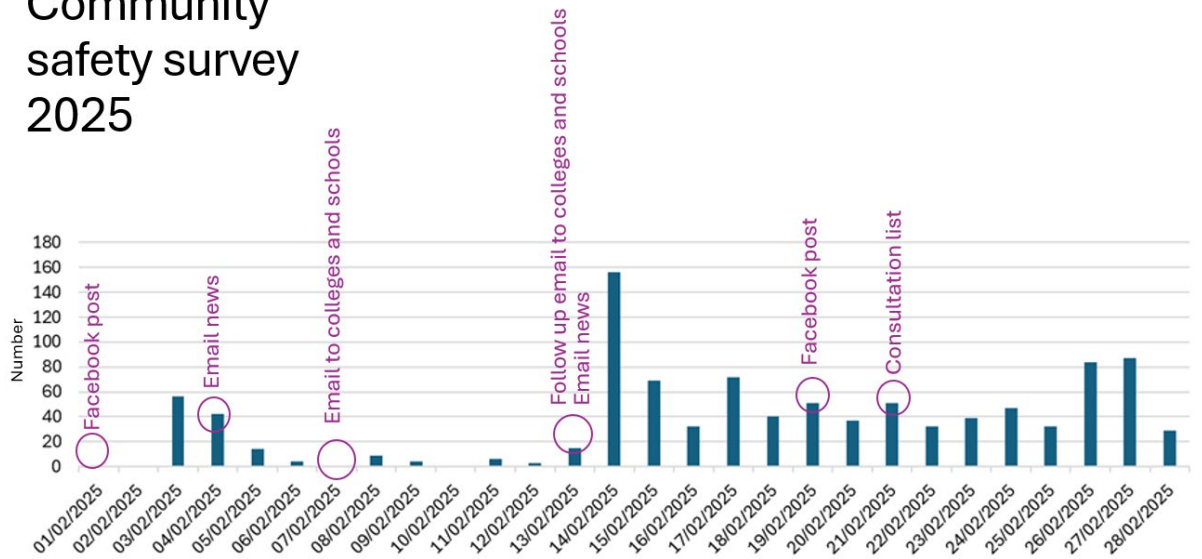
Rushmoor Physical Activity Survey 2025	April 2025 to May 2025	565	Results not published yet	This formed part of placemaking information and some of the responses were used to inform the leisure centre	£2,400 for this survey and the Rushmoor Children and Young People Health & Physical Activity Survey
Rushmoor Children and Young People Health & Physical Activity Survey	April 2025 to May 2025	3	No report from the 3 responses	Used in future Rushmoor Youth meetings.	As above
Have your say on the polling place in Fernhill FB polling district	April to May 2025	72	Summary not published yet	Results will be used to inform a decision about the polling Places in Fernhill Ward	Carried out in house using SurveyMonkey. Staff time and social media promotion
Local Validation List	February to March 2025	1187	Local validation list - Rushmoor Borough Council	Responses were used to form the published validation requirements list.	Carried out in house, using email correspondence, staff time and social media promotion.
How safe do you feel living in Aldershot and Farnborough	February 2025	1016	Community Safety Survey Results 2025	We used the survey results to inform the partnership strategic assessment, an annual document analysing local crime and antisocial behaviour data, which helps to set priorities for the next year.	Carried out in house using SurveyMonkey. Staff time and social media promotion
Aldershot West. South Farnborough, Farnborough Street and Farnborough Hill Conservation Area Adoption	December 2024 to February 2025	250	Conservation areas - Rushmoor Borough Council	Responses used to create the respective Conservation Area Character Appraisal and Management Plans	Carried out in house, using email correspondence, staff time and social media promotion.
Open Space Survey	August to September 2024	610	Open Space, Sport and Recreation Study, which is due to be adopted and published by the end of 2025	Responses will form part of the Open Space, Sport and Recreation Study, which is due to be adopted and published by the end of 2025	Carried out in house using Microsoft Forms, staff time and social media promotion.

Appendix B – Responses received timeline and promotion method examples

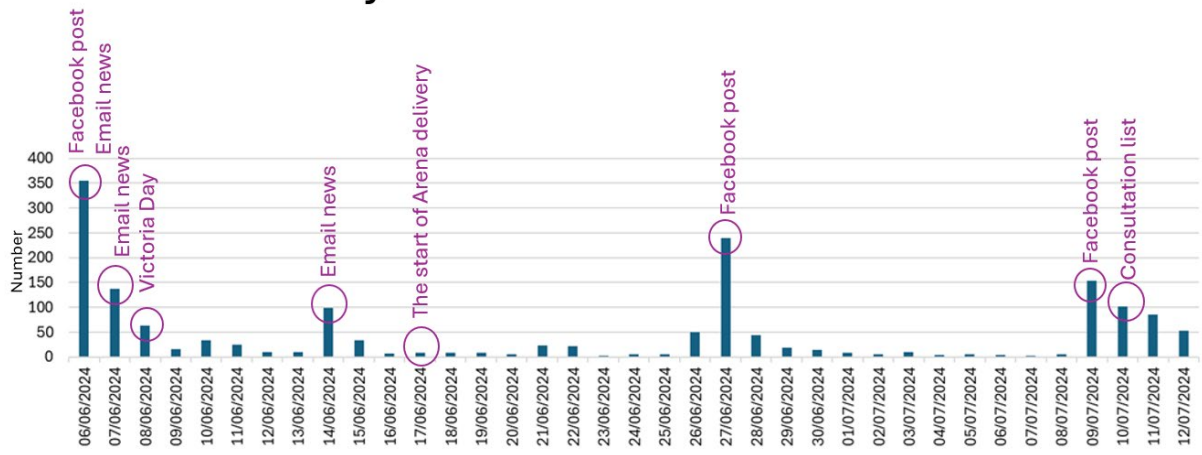
Community Governance Review survey 2025



Community safety survey 2025



Resident survey 2024



Appendix C – Example of demographic questions

What is your sex?

- Male
- Female
- I'd prefer not to say

Which one of the following age bands do you belong to?

- 18 - 24 years
- 25 – 34 years
- 35 – 44 years
- 45 – 54 years
- 55 – 64 years
- 65 - 74 years
- 75 - 84 years
- 85+ years
- I'd prefer not to say

Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?

- Yes
- No
- I'd prefer not to say

Are you currently serving in the UK Armed Forces or have you previously served in the UK Armed Forces?

- Yes, I am currently serving in the UK Armed Forces
- Yes, I previously served in the UK Armed Forces
- No
- I'd prefer not to say

What is your ethnic group?

- White - British
- White – Irish
- White – Gypsy/Traveller
- White – other
- Mixed - white and black Caribbean
- Mixed - white and black African
- Mixed - White and Asian
- Mixed – other
- Asian or British Asian – Nepali
- Asian or British Asian – Indian
- Asian or British Asian – Pakistani
- Asian or British Asian – Bangladeshi
- Asian or British Asian – Chinese
- Asian – other
- Black or British black – Caribbean
- Black or British black – African
- Black – other
- Arab
- I'd prefer not to say
- Any other background (Please specify)

Appendix D – Survey respondents

Key

Overrepresented in survey respondents	Underrepresented in survey respondents
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Rushmoor residents’ surveys 2023 and 2024

- Self-selecting survey
- In-house surveys shared via social media and email news
- Article in Arena
- Shared at some events (including Victoria Day)

Residents Surveys	Rushmoor 18+ from 2021 Census	2023 Survey 18+	2024 Survey 18+
Aldershot	40.7%	35.3%	39.2%
Farnborough	59.3%	34.7%	60.8%
Female	50.5%	58.0%	67.8%
Male	49.5%	42.0%	32.2%
Health/disability	16.5%	18.2%	20.8%
Previously served in UK armed forces	6.7%	N/A	4.6%
Age 18 -24	9.5%	0.7%	0.9%
Age 25 - 34	20.8%	8.5%	9.0%
Age 35 - 44	18.6%	22.2%	21.9%
Age 45 - 54	17.1%	28.1%	21.7%
Age 55 - 64	14.8%	27.4%	22.3%
Age 65 - 74	10.5%	11.9%	18.0%
Age 75 - 84	6.5%	1.2%	5.6%
Age 85+	2.2%	0.0%	0.5%
White British	71.3%	86.9%	85.6%
Other Asian including Nepali	11.2%	1.0%	2.2%
Total number of respondents		1,509	1,686
Link to published results		Resident Survey Report 2023	Living in Rushmoor 2024 – Tell us what you think

Survey respondent figures calculated excluding the prefer not to says and respondents under 18

Community Safety Survey 2025

- Self-selecting survey
- In-house survey shared via social media and email news
- Shared with local schools and colleges (most of these are based in Farnborough)

Note: over 45% of all respondents to this survey were under 18 years of age as we were keen to get views of young people.

2025	Rushmoor 18+ from 2021 Census	Survey 18+	All survey respondents
Aldershot	40.7%	42.2%	32.4%
Farnborough	59.3%	57.8%	67.6%
Female	50.5%	63.2%	59.7%
Male	49.5%	36.8%	40.3%
Health/disability	16.5%	21.1%	15.9%
Age 18 -24	9.5%	2.6%	N/A
Age 25 - 34	20.8%	10.8%	N/A
Age 35 - 44	18.6%	20.1%	N/A
Age 45 - 54	17.1%	18.9%	N/A
Age 55 - 64	14.8%	22.5%	N/A
Age 65 - 74	10.5%	18.2%	N/A
Age 75 - 84	6.5%	5.7%	N/A
Age 85+	2.2%	1.2%	N/A
White British	71.3%	88.6%	75.7%
Other Asian including Nepali	11.2%	0.7%	4.0%
Total number of respondents		418	1,016
Link to published results		Community Safety Survey Results 2025	

Survey respondent figures calculated excluding the prefer not to says

Community Governance Review

- Self-selecting survey
- Survey shared via social media and email news
- Special edition of Arena
- Shared at some events and roadshows

2025	Rushmoor 18+ from 2021 Census	Survey 18+
Aldershot	40.7%	35.9%
Farnborough	59.3%	64.1%
Female	50.5%	48.5%
Male	49.5%	51.5%
Health/disability	16.5%	18.8%
Previously served in UK armed forces	6.7%	10.1%
Age 18 -24	9.5%	1.1%
Age 25 - 34	20.8%	3.0%
Age 35 - 44	18.6%	14.2%
Age 45 - 54	17.1%	16.9%
Age 55 - 64	14.8%	25.5%
Age 65 - 74	10.5%	25.8%
Age 75 - 84	6.5%	11.8%
Age 85+	2.2%	1.6%
White British	71.3%	93.4%
Other Asian including Nepali	11.2%	0%
Total number of respondents		412

[Link to published results](#)[Cabinet report template](#)

Survey respondent figures calculated excluding the prefer not to says

Local Government Reorganisation Survey - North Hampshire Survey

- A Self-selecting survey running on the three council websites conducted by Lake Market Research.
- A research company running interviews with residents.
- Workshops with businesses, public sector partners and service providers, voluntary and community groups and parish & town councils.
- In Rushmoor a series of roadshows over a two-week period engaged directly with 980 residents

North Hampshire Survey 2025	Rushmoor 18+ from 2021 Census	Sampled survey	Self selecting online
Female	50.5%	50%	52%
Male	49.5%	50%	44%
Age 18 -34	30.3%	30%	4%
Age 35 - 54	35.7%	36%	35%
Age 55+	34.0%	34%	57%
White	77%	77%	95%
Ethnic minority groups	23%	23%	5%
Total number of respondents		507	483
Link to published results		Results not published yet	

Local Government Reorganisation Surveys – KPMG Hampshire wide

- The survey and information about LGR and the engagement were hosted on specialist engagement platform Commonplace (not by Rushmoor)
- The survey was disseminated via social media channels, email, and out-of-home advertising (e.g. posters, flyers, paper tags on domestic waste bins) including QR links

All 2025	Hampshire 16+ (including Portsmouth, Southampton and the Isle of Wight)	Survey all respondents
Female	51.4	46%
Male	48.6	50%
Age 16-24	12.7%	1%
Age 25 - 34	15.3%	5%
Age 35 - 44	15.1%	10%
Age 45 - 54	16.1%	15%
Age 55 - 64	15.9%	24%
Age 65 - 74	13.0%	26%
Age 75+	11.9%	17%
All White	91.6%	95%
All Asian	4.6%	1%
Total number of respondents		All – 13,334
Link to published results		lgr-appendices.pdf

Rushmoor Physical Activity Survey 2025

- Self-selecting survey
- Carried out by an external company
- Survey shared via the council's social media and email news

2025	Rushmoor 18+ from 2021 Census	Survey all responses
Aldershot	40.7%	21%
Farnborough	59.3%	72%
Female	50.5%	65%
Male	49.5%	31%
Age 18 -24	9.5%	0.4% (16-24)
Age 25 - 34	20.8%	4%
Age 35 - 44	18.6%	15%
Age 45 - 54	17.1%	23%
Age 55 - 64	14.8%	27%
Age 65 - 74	10.5%	19%
Age 75 +	8.7%	12%
White British	71.3%	83%
Other Asian including Nepali	11.2%	2.4%
Total number of respondents		565
Link to published results		Results not published yet

Equality Impact Assessment: Screening Tool

The **Equality Impact Assessment (EIA) Screening Tool** should be completed for any new proposal. It helps staff check if their proposal will positively, neutrally, or negatively affect residents, staff, or service users. If the impact is positive or neutral, a full EIA isn't needed.

A **full EIA** is required if the screening shows a negative impact on specific groups. We also advise that a full EIA should be completed when a [key decision](#) is being made. Key decisions are executive actions likely to:

- Significantly affect Council tax, budget balances, or contingencies.
- Have a major impact on communities across two or more Borough wards.
- Expenditure or savings over £100,000 qualify as significant, with a £250,000 threshold for property transactions.

Furthermore, for staff, we generally consider the impact on more than 25 people as significant, which would require a full EIA. If you're unsure, you can seek guidance from the Policy Team.

***After screening, if you identify the need for a full Equality Impact Assessment, you can use your existing answers as a foundation for the full assessment.**

Name of Project	Scoping Consultation (New Local Plan for Aldershot and Farnborough (Rushmoor Borough))
Reference number (if applicable)	
Service Area	Planning Policy – Property & Growth
Date screening completed	13 th May 2026
Screening author name	Karen Fotheringham – Planning Policy
Policy Team sign off	Martin Iyawe (Policy & Projects Officer)
Authorising Director/Head of Service name	Tim Mills (Executive Head of Property & Growth)

1. Please provide a summary of the proposal

The Scoping Consultation is the first stage in developing a new Local Plan and invites everyone in the borough to share their views. It introduces the background to the new plan, outlines the key priorities we are proposing, and asks for feedback on whether these priorities are the right ones.

As part of this process, we are also seeking views on our proposed consultation and engagement strategy, which explains how we intend to involve residents, community groups, and other stakeholders in future stages of the Local Plan.

2. Who will the proposal impact? Please indicate Yes or No

Group of people	Impacted?
Residents	Yes
Businesses	Yes
Visitors to Rushmoor	Yes
Voluntary or community groups	Yes
Council staff	No
Trade unions	No
Other public sector Organisations	No
Others	Please specify:

3. What impact will this change have on staff? Please complete where relevant:

None

4. What consultation or engagement will you be leading (with residents, staff, or other stakeholders) as part of this project?

The consultation aims to involve a broad and representative range of people, including residents, those who work in the borough, and key stakeholders. Engagement will take place in several ways, such as through the Council's website, social media channels, information stands in town centres, workshops for staff and councillors, outreach to businesses via business forums, and direct contact with stakeholder organisations.

We will also be reaching out to schools, colleges, and community groups, with additional efforts focused on engaging groups who typically participate less in consultations.

5. What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

Direct and indirect impacts

When completing this table, please consider both **direct and indirect impacts**, see helpful guidance.

Direct discrimination occurs when someone is treated less favourably than another person because of a **protected characteristic**. This includes:

- **Actual possession** of a protected characteristic.
- **Perceived possession** of a protected characteristic (discrimination by perception).
- **Association** with someone who has a protected characteristic (discrimination by association).

A valid comparison must show that someone without the protected characteristic would have been treated better in similar circumstances. It can still be direct discrimination even if the person treating you unfairly shares the same characteristic.

Note: Age discrimination may be lawful if it can be objectively justified. For other protected characteristics, direct discrimination is unlawful regardless of intent or justification.

Indirect discrimination happens when a **policy, rule, or practice** applies to everyone but puts people with a protected characteristic at a **particular disadvantage**. It occurs when:

- A policy is applied equally to all.
- It disadvantages a group sharing a protected characteristic.
- You are personally disadvantaged by it.
- The organisation cannot justify the policy as a proportionate means of achieving a legitimate aim.

If the policy can be objectively justified, it is not considered indirect discrimination.

For example: Closing public toilets may be an example of indirect discrimination, as it affects everyone but disproportionately disadvantages women, due to toilet frequency, alternative options and safety/hygiene factors.

Likely impact

For the groups identified earlier, tick the likely impact (both direct and indirect) on people with protected characteristics (e.g., age, disability, race, etc.):

- **Neutral:** No impact.
- **Positive:** Benefits people with protected characteristics.
- **Negative:** Harms people with protected characteristics.
- **Not Sure:** It's unclear how this affects people with protected characteristics, or more information is needed.

Rate the negative impact as **low, medium, or high**. Also, consider whether the proposal may be seen as controversial or negative by some groups. See the guidance for help.

Protected characteristic - Age

(for example, young people under 25, older people over 65)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
Yes	No	N/A	No	As part of the consultation, schools and colleges will be asked to support and promote feedback. The impact will be positive for younger age groups as the Local Plan will likely lead to investment/improvement in key areas such as education, employment and housing. The impact will likely be positive for older age groups as the Local Plan will likely lead to investment/improvement in key areas such as town centres and local and community facilities.

Protected characteristic – Disability

(include people with physical disabilities, people with learning disabilities, blind and partially sighted people, Deaf or hard of hearing people, neurodiverse people. This also includes carers.)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	Yes	The consultation documents will be available on the Council's website in formats that are accessible, including versions compatible with screen readers and options for larger print. All consultation materials, including the Consultation and Engagement Strategy, have been written in plain, easy-to-understand language rather than technical wording. As part of our approach, we will also specifically engage with disability groups to ensure their views are fully represented.

Protected characteristic - Gender reassignment and identity

(Include people who identify across the trans* umbrella, not only those who have undergone gender reassignment surgery. This is inclusive of girls and or/women, men and/or boys, non-binary and genderfluid people and people who are transitioning) *Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	Yes	The consultation aims to engage with all genders. however, the demographic information collected is high level and has limited options (Woman, Man, non-binary and prefer not to say).

Protected characteristic - Marriage and Civil Partnership

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	No	This information is not being collected as part of the consultation.

Protected characteristic – Pregnancy and Maternity

(Include people who are pregnant in or returning to the workplace after pregnancy. Could also include working parents.)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	No	This information is not being collected as part of the consultation.

Protected characteristic – Race or ethnicity

(include on the basis of colour, nationality, citizenship, ethnic or national origins)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	Yes	The consultation aims to engage with residents in the borough, however as part of our public engagements we are aiming to liaise with The Greater Nepali Community and have a Nepalese speaker at market day events.

Protected characteristic – Religion or belief

(include no faith)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	No	This information is not being collected as part of the consultation.

Protected characteristic - Sex

(Under the Equality Act 2010 and following the 2025 Supreme Court ruling on 15 April 2025, a person's legal sex is defined as their biological sex as recorded at birth. Trans individuals are still protected from discrimination under the characteristic of gender reassignment.)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	Yes	As part of the consultation some demographic information will be collected.

Protected characteristic - Sexual Orientation

(Include people from across the LGBTQ+ umbrella, for example, people who identify as lesbian, gay, bisexual, pansexual or asexual.)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	No	This information is not being collected as part of the consultation.

Protected characteristic - Other

(e.g. people on low incomes, people living in poverty, looked after children, people with care experience, people who are homeless, people with mental health problems, people who are prison leavers, people affected by menopause, people affected by menstruation and/or period poverty)

Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable) <i>Consider both direct and indirect impacts when completing this table</i>
No	No	N/A	Yes	As part of the consultation some information will be collected on protected characteristics.

6. Screening Decision

Outcome	Yes or No
Neutral or Positive – no full EIA needed*.	Yes
Negative – Low Impact – full EIA at the service director’s discretion*.	
Negative – Medium or High Impact – must complete a full EIA.	
Is a full EIA required? Service decision:	No
Is a full EIA required? [Policy Team] sign off recommendation:	No
Flag for DPIA (will include engagement that collects personal data). [Policy Team]:	Yes
Flag for ethics (high risk / will involve engagement with vulnerable residents):	

Once you've completed the screening tool and determined that the proposal is likely to have a positive or neutral impact on people with protected characteristics, the following can be included in the 'Equality Impact Assessment' part of the report. ***'An equality impact check found that this proposal would have a positive or neutral impact on people with protected characteristics. Therefore, a full assessment is not required.'***

Please send this completed EIA Screening Tool to Policy@rushmoor.gov.uk
for quality checking by the policy team.

If required, please continue to the full assessment below.

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CABINET

COUNCILLOR SOPHIE PORTER
DEPUTY LEADER AND HEALTHY
COMMUNITIES AND ACTIVE LIVES PORTFOLIO
HOLDER
REPORT NO. ED2608

2 JUNE 2025

KEY DECISION: YES

ARMED FORCES DAY NATIONAL EVENT 2026 - UPDATE**SUMMARY AND RECOMMENDATIONS:**

This report updates Cabinet on progress with planning for the Armed Forces Day National Event 2026 and sets out a revised budget position required to ensure the event is delivered safely and successfully.

Rushmoor Borough Council, working in partnership with the Ministry of Defence (MOD) and local stakeholders, has secured the opportunity to host this prestigious national occasion, bringing significant economic, social and community benefits to the borough.

Cabinet considered a report (No. PG2541: *Proposal to Accept a Government Grant*) in November 2025 and accepted the opportunity to host the event. It agreed to underwrite the cost and approved proposals for seeking sponsorship to cover the costs of running the event.

Cabinet received a further report (No. ED260: *Armed Forces Day National Event 2026 - Update*) in April 2026 which set out revised cost projections and agreed to underwrite an anticipated budget gap.

As planning has progressed further and police and forces leads have become more involved, a more thorough understanding has been reached on the safety, security and specialist infrastructure required to deliver an event of national significance. This has resulted in an updated forecast budget that more accurately reflects the safety and logistical demands involved.

Considerable commercial sponsorship and in-kind support have already been secured, with further opportunities still being actively pursued. However, at the time of writing, there is a funding gap between current income and expenditure of circa £431,736 which the Council will need to underwrite if the event is to be delivered.

Cabinet is recommended to:

- Note the current financial position and agree to underwrite the current forecast budget gap of £431,736 to be funded from any forecast underspend in the events budget, broader service budget savings, the community recovery fund and as a last resort the stability and resilience reserve.
- Agrees that a contingency of 10% be added to the forecast event budget

- Notes the proposals for seeking additional income to cover the remaining costs and close the budget gap.
- Request Officer to identify options to achieve the required level of savings following the budget outturn, MTFS review and final event account.

1. INTRODUCTION

- 1.1. Following a successful bid, Rushmoor Borough Council was selected to host the Armed Forces Day National Event, working in close partnership with the MOD, Army Headquarters South East, Aldershot Garrison as well as public-sector and community stakeholders.
- 1.2. Delivering the event is a significant undertaking. It is larger and more complex than any event previously organised by the Council. It requires additional resources, specialist expertise, and strong collaboration with local, regional and national agencies and partners to ensure a safe and successful event.
- 1.3. As preparations have progressed, a clearer and more detailed understanding has been reached of the requirements necessary to deliver a safe, well-managed and high-quality national event. This has been shaped by the appointed Event Director with the support of events management specialists and input from the military and other public sector partners including the Police.
- 1.4. The report sets out the requirements and the associated financial implications and seeks Cabinet's approval of the financial approach and next steps to enable continued planning and safe delivery of the event.

2. BACKGROUND

- 2.1. The offer to host the Armed Forces Day National Event in June 2026 was set out in Cabinet Report No. PG2541 *Proposal to Accept a Government Grant* in November 2025. Cabinet accepted the opportunity to host the event, agreed to underwrite the cost and approved proposals for seeking sponsorship to recover the costs of running the event.
- 2.2. Cabinet received a further report (No. ED260: Armed Forces Day National Event 2026 - Update.) in April 2026 which set out revised cost projections at that time and agreed to underwrite the revised anticipated budget gap.

3. DETAILS OF THE PROPOSAL

General

- 3.1. The event programme includes a weekend of activity as well as events and activities leading up to the event. The main events will be hosted on Queens Parade and along Queens Avenue in Aldershot.

- 3.2. The opportunity to host the 2026 event represents a unique and high-profile opportunity for Rushmoor. It is likely to attract tens of thousands of visitors across the weekend and attract considerable media coverage raising the profile of the borough.
- 3.3. The programme is intended to deliver on the submitted proposal as agreed by the MOD. This includes a high-quality, inclusive programme of activity that celebrates the Armed Forces community, supports national and local partners, and meets the expectations of a nationally designated Armed Forces Day event, while also reflecting Rushmoor's unique military heritage and community links.
- 3.4. As well as supporting key council priorities, the event is likely to generate economic benefits from the visitors attracted to the borough and boost the local economy both in the short term (during the event) but also in the medium to long term for visitors encouraged to visit the borough by increasing its profile.

Resource and expertise

- 3.5. Given the scale, profile and multi-faceted nature of the event, external project management and support has been secured. This includes an Event Director, with experience in running previous Armed Forces Day events. Support has also been secured from an event management company – Richmond Event Management Ltd – with considerable experience of delivering events at scale, again including previous Armed Forces Day events.
- 3.6. The event requires a wide range of partner expertise, particularly the military and also the Police and other agencies. This is provided through a range of forums and working groups including the Safety Advisory Group. In particular, input from the Army and the Police is informing the security response for the event.

Budget forecasts

- 3.7. The aim for the Council in hosting the event was for it to be delivered on a cost neutral basis, with the budget needed to run the event secured from grants and commercial sponsorship. To guide the process, a package of sponsorship opportunities has been developed. This sets out a range of opportunities for businesses to support the event ranging from 'Platinum' (£100,000) to 'Bronze' (£20,000). Smaller, more bespoke packages have also been developed to help secure income.
- 3.8. Using this framework, considerable commercial sponsorship has been secured to date with Platinum support from Farnborough-based QinetiQ and local business BAE as well as significant contributions from other local businesses including smaller contributions from SMEs. Current income is set out in Annex 1.

- 3.9. The council is very grateful to all those businesses that have so far agreed to support the event. Sponsorship currently totals £380,000.
- 3.10. As planning has progressed key personnel from the Armed Forces and the Police have joined the planning team. Their input into security requirements, and logistical needs of the Armed Forces Day National Event has ensured become clearer, the projected budget has been revised to reflect what is required for an event of this scale and nature given the national security rating. See exempt appendix 1 for the detail of the budget.
- 3.11. The updated event budget estimate of £943,436 reflects the infrastructure and safety measures required to deliver an event of this national significance to the expected standard.
- 3.12. The revised budget includes assumptions on the following:
- Event management: the external expertise needed to run an event of this scale and significance
 - Infrastructure: fencing, barriers, utilities, toilets, fuel, water and other costs
 - Policing – anticipated external policing cost
 - Military assets – a proportion of Garrison troop welfare costs
 - Security: staff and CCTV
 - Traffic: traffic management, signage, parking and public transport options
 - Comms and PR: including the event programme
 - Stage and AV: includes lighting and site PA system
 - Ticketing: includes staff at key entrances
 - Volunteer programme
 - Entertainment, programming and activities: includes community and cultural zone activities and performances supported by Arts Council England grants.
- 3.13. A significant proportion of these costs relate to the considerable security and logistical costs associated with running a national event. These include costs related to infrastructure, policing, security and ticketing.
- 3.14. Some items could still change in response to event safety requirements. This includes the costs of Policing and other agencies representation at the event. This will be confirmed in liaison with the Police and other agencies.
- 3.15. There could be further support in kind which still might reduce some of the event costs. There is considerable support in kind being provided by Army Headquarters South East and Aldershot Garrison.
- 3.16. There also remain opportunities to secure further income to reduce the residual funding gap:
- 3.16.1. Engaging with the MOD to secure further support for mitigating the security and logistical costs of running the event.

- 3.16.2. Ongoing targeted approaches for commercial income to businesses and other partners, building on existing Council, partner and stakeholder relationships.
- 3.17. Income is being secured by charging traders at the event, including charities, catering and attraction providers, and charging visitors for priority parking. The current forecast income from the event is £40,000.
- 3.18. When grants have been taken into account the unfunded budget required is currently circa £423,900.
- 3.19. The project team will continue to apply strong financial controls, use competitive procurement where appropriate, and regularly monitor spend against budget. Costs will be challenged to ensure they are necessary, proportionate and represent best value, with opportunities for in-kind support and shared resources actively pursued.
- 3.20. The National Armed Forces Day Member Working Group is meeting monthly and will monitor the budget and budget variances.
- 3.21. Cabinet are therefore requested to agree the underwriting of the budget gap of circa £423,400.
- 3.22. Given the limited number of weeks to the event and the need to focus on that it is also proposed to put in place a contingency of 10% to avoid the need to bring a further report to Cabinet.

Alternative options

- 3.23. **Withdrawing from holding the event:** This option was discussed and discounted by the National Armed Forces Day Member Working Group, which noted the considerable reputational risk associated with withdrawal, given that Cabinet has already accepted the opportunity to host the event.
- 3.24. **Scale back the event:** The programme and scale of the event only include activities identified in the approved bid. Some elements of the programme including the stage and performances are being actively managed to reduce costs.

Consultation

- 3.25. The budget has been developed in consultation with external support from event management specialists.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. Delivering a national-scale event presents a number of risks, primarily associated with security, finance, operational delivery and reputation. These

risks increase in complexity due to the size of the event, expected visitor numbers and the involvement of national partners, including the MOD.

- 4.2. A recent increase in the terrorism threat level has highlighted the security and safety elements of the event that need to be appropriately resourced.
- 4.3. There is a financial risk that costs may increase further or that anticipated commercial sponsorship and income levels are not fully realised. This risk is being mitigated by financial controls, active sponsorship engagement, and regular budget monitoring through the project governance structure.
- 4.4. The National Armed Forces Day Member Working Group will monitor the project risk register including financial risks.

Legal Implications

- 4.5. There are no specific legal implications arising from the content of this report.

Financial and Resource Implications:

- 4.6. The current Medium Term Financial Strategy (MTFS) approved by Council on 26 February 2026 did not include any provision for the costs of the Armed Forces Day event beyond the underwrite of the original £100k. The current MTFS projections are that there are insufficient funds to support the Council over the coming four-year period. Therefore, if additional funds from the Council are required to support this event, the Council will be worsening the overall financial projections.
- 4.7. Subject the 2025/26 Outturn and MTFS Review additional savings will need to be sought to mitigate the impact of the Council financially supporting this event.

Equalities Impact Implications

- 4.8. An Equalities Impact Assessment screener completed for Report No. PG2541 found mostly positive impacts, with any negative impacts to be mitigated by designing the event to be inclusive and accessible for all, engaging all sections of the community and celebrating the diversity of Rushmoor's communities.

5. CONCLUSIONS

- 5.1. Hosting the Armed Forces Day National Event 2026 presents a significant opportunity for Rushmoor to celebrate its proud military history, showcase its communities, and attract national attention. It is also a significant undertaking for a small borough and needs to be resourced appropriately.
- 5.2. External expertise has determined the resources needed to deliver a safe and successful event. Whilst considerable external funding has been received, there is currently a significant gap between the income and

expenditure and if the event is to proceed the Council will need to underwrite the gap.

LIST OF APPENDICES/ANNEXES:

Exempt Annex 1: Budget summary income and expenditure

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Report Author – Lee McQuade, Economy and Growth Service Manager
lee.mcquade@rushmoor.gov.uk

Head of Service – Karen Edwards, Executive Director
karen.edwards@rushmoor.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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CABINET

CORPORATE MANAGER – DEMOCRACY

2ND JUNE 2026

REPORT NO. DEM2610

APPOINTMENTS TO CABINET WORKING GROUPS 2026/27

RECOMMENDATION

The Cabinet to consider appointing the proposed Cabinet Working Groups for 2026/27 as set out below.

Following the Cabinet’s consideration, the Corporate Manager – Democracy, in consultation with Group Leaders, to finalise the named appointments to Groups as required.

WORKING GROUP	PROPOSED MEMBERSHIP 2026/27
<p>Local Government Reorganisation (LGR) Working Group</p> <p>(7 Members – Leaders/Deputy Leaders of Groups))</p>	<p>Leader of the Council (Cllr Gareth Williams)</p> <p>Deputy Leader of the Council (Cllr Sophie Porter)</p> <p>1 Labour Member (<i>Cllr Tom Day</i>)</p> <p>2 Conservative Members</p> <p>1 Reform Member</p> <p>1 ‘Others’ Group Member</p>
<p>Strategic Housing and Local Plan Working Group</p> <p>(8 Members)</p>	<p>Cabinet Member with responsibility for the Local Plan (Cllr Keith Dibble)</p> <p>Chair of Development Management Committee</p> <p>Cabinet Member with responsibility for Economy Skills & Regeneration (Cllr Julie Hall)</p> <p>Chair or V/Chair of Policy and Project Advisory Board</p> <p>1 ‘Others’ Group Member</p> <p>2 Conservative Members</p> <p>1 Reform Member</p>

WORKING GROUP	PROPOSED MEMBERSHIP 2026/27
<p>Member Development Group (6 Members)</p>	<p>Cabinet Member with responsibility for Member Development (Cllr Sophie Porter)</p> <p>2 Labour Members (<i>Cllrs Bill O'Donovan and Rhian Jones</i>)</p> <p>1 Conservative Member</p> <p>1 'Others' Group Member</p> <p>1 Reform Member</p>
<p>SERCO Waste Contract Extension (7 Members)</p>	<p>Neighbourhood Services Portfolio Holder: (Cllr Christine Guinness)</p> <p>Champion for Pride in Place (Cllr Lisa Greenway)</p> <p>1 Labour Member (<i>Cllr Tom Day</i>)</p> <p>2 Conservative Members</p> <p>1 'Others' Group Member</p> <p>1 Reform Member</p>
<p>National Armed Forces Day Working Group</p> <p>Oversight of the delivery arrangements (7 Members)</p>	<p>3 Labour Group Members including Portfolio Holder (Cllr Sophie Porter) (<i>Cllrs Lisa Greenway and Dhan Sarki</i>)</p> <p>2 Conservative Members:</p> <p>1 'Others' Group Member</p> <p>1 Reform Member</p>

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