



## RUSHMOOR BOROUGH COUNCIL

### CABINET

*at the Council Offices, Farnborough on  
Tuesday, 4th August, 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](mailto: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 30th June, 2026 (copy attached).

3. **BUDGET OUTTURN 2025/26, 2026/27 QUARTER ONE FORECAST AND MTFS UPDATE 2026/27** – (Pages 5 - 28)

(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

To consider Report No. FIN2613 (copy attached), which sets out the Council's financial outturn for 2025/26, current year monitoring and an update to the Medium Term Financial Strategy.

4. **COUNCIL DELIVERY PLAN AND RISK REGISTER QUARTER ONE UPDATE AND PERFORMANCE MANAGEMENT FRAMEWORK** – (Pages 29 - 94)

(Cllr Gareth Williams, Leader of the Council)

To consider Report No. ED2611 (copy attached), which sets out performance monitoring information in relation to the Council Delivery Plan and Risk Register for the first quarter of 2026/27 and an updated Performance Management Framework and Data Quality Policy.

5. **NEW EMPLOYEE PROBATION POLICY** – (Pages 95 - 120)

(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

To consider Report No. PEO2602 (copy attached), which sets out a new employee Probation Policy for approval.

6. **UPDATED CIVIL PENALTIES POLICY FOR HOUSING ENFORCEMENT** – (Pages 121 - 180)

(Cllr Keith Dibble, Housing, Planning & Property Portfolio Holder)

To consider Report No. OS2620 (copy attached), which sets out an updated Civil Penalties Policy, in relation to housing enforcement, for the Council.

7. **ESTABLISHMENT OF A NEW YOUNG ADULT EMPLOYMENT HUB IN RUSHMOOR** – (Pages 181 - 188)

(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

To consider Report No. PG26xx (copy attached), which sets out a proposal for the establishment of a new Young Adult Employment Hub (Youth Hub) in the Borough.

8. **MOBILE CCTV POLICY** – (Pages 189 - 228)

(Cllr Christine Guinness, Pride in Place / Neighbourhood Services Portfolio Holder)

To consider Report No. OS2622 (copy attached), which sets out a policy for the use of mobile CCTV cameras in the Borough.

9. **WAVELL 3G PITCH - FOOTBALL FOUNDATION APPLICATION** – (Pages 229 - 234)  
(Cllr Sophie Porter, Healthy Communities & Active Lives Portfolio Holder)

To consider Report No. ED2614 (copy attached), which sets out a proposal for the Council to provide partnership funding towards a third generation (3G) artificial grass pitch at Wavell School, Farnborough.

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# CABINET

Meeting held on Tuesday, 30th June, 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 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

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 **13th June, 2026**.

## 9. **DECLARATIONS OF INTEREST –**

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

## 10. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 2nd June, 2026 were confirmed and signed by the Chair.

## 11. **EQUALITY, DIVERSITY AND INCLUSION (EDI) POLICY AND EQUALITY ACTION PLAN –**

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

The Cabinet considered Report No. EDO2610, which set out an Equality, Diversity and Inclusion (EDI) Policy for the Council.

Members were informed that the new policy had been developed through engagement with stakeholders, analysis of local insight, including resident feedback, ward data and service complaints and organisational learning. It aligned with the Equality Framework for Local Government and would fulfil the Council's duties under the Equality Act 2010. An associated action plan was also introduced and this would deliver the five strategic goals that were set out in the policy, covering community insight, accessible services, community cohesion, an inclusive workforce and governance/accountability. A phased approach to 2028 was proposed, with early quick wins to be implemented within the first six months. Members stressed the importance of making sure that these quick wins would be seen to be driving ongoing improvements

In discussing this, Members expressed their strong support for the introduction of this new policy and stressed the importance of the impact of the policy being

accurately measured and monitored. The Leader of the Council agreed to discuss this with the Council's Service Manager – Policy, Strategy and Transformation, with a view to this being included in the regular performance management report. Members placed on record their thanks to the Policy and Project Advisory Board for its contribution to the process of developing this policy.

**The Cabinet RESOLVED** that

- (i) the Equality, Diversity and Inclusion Policy, as set out in Appendix 1 of Report No. ED2610, be approved;
- (ii) the Equality, Diversity and Inclusion Action Plan, as set out in Appendix 2 of the Report, be noted; and
- (iii) the publishing on the Council's website of the annual Public Sector Equality Duty Update be noted, with the next report due in October 2026.

**12. PLAYGROUND RENEWALS 2026-28 –**  
(Cllr Christine Guinness, Pride in Place/Neighbourhood Services Portfolio Holder)

The Cabinet considered Report No. OS2616, which set out a proposed priority order list in respect of the renewal or refurbishment of Council-owned playgrounds.

Members were informed that, for many years, the renewal or refurbishment of playgrounds had only been carried out when sufficient Section 106 developer contributions had been available. However, for each of the financial years 2026/27 and 2027/28, a capital budget of £200,000 had been provided, making a total investment of £400,000 over the two years. The priority list had been prepared factoring in the overall condition of the site, coupled with the size and usage of the facilities. It was reported that the Policy and Project Advisory Board had considered the proposals in detail and had endorsed the proposed approach.

In discussing this, Members expressed support for the proposed approach and stressed the importance of the local community being involved in the process of renewing or refurbishing facilities in their neighbourhood. In response to a question, it was confirmed that the funding was not sufficient to improve all Council-owned playgrounds in the Borough and that Section 106 developer contributions would continue to be utilised to boost the funds available for this work.

**The Cabinet RESOLVED** that

- (i) the playground renewal / refurbishment priority list, as set out in Report No. OS2616, be approved; and
- (ii) the playgrounds on the Playground Priority Upgrade Order List, to be considered by the new authority for future investment from 2028-29 onwards, be noted.

13. **PRIDE IN PLACE PROGRAMME –**

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

The Cabinet considered Report No. ED2609, which set out an overview of the Pride in Place funding programme for the Mayfield area.

Members were informed that the report also included progress made to date, along with the proposed governance arrangements that would be required to support the delivery of the programme. The Cabinet was reminded that, in February 2026, the Government had announced that Mayfield, Farnborough had been awarded £20million over a ten-year period as part of Phase Two of the Pride in Place programme. A Pride in Place Neighbourhood Board would be required to provide a strategic oversight of the programme, to engage with local communities and stakeholders and to lead the development of a 10-year Pride in Place Plan. It was confirmed that the Council would be allowed to nominate only one representative to the Board and that the Chair would be independent.

The Cabinet expressed strong support for the provision of this funding for one of the Borough's most deprived areas. It was felt to be important that the Board would adopt a Strategic Communications Plan to ensure that communications would be as effective as possible.

**The Cabinet RESOLVED** that

- (i) the objectives and progress of the Pride in Place funding programme, as set out in Report No. ED2609, be noted;
- (ii) the financial implications be noted, with approval that expenditure would be managed in accordance with the approved funding conditions and the Council's financial procedures;
- (iii) the Council's acceptance of the grant and administering of the funding in accordance with programme requirements be approved; and
- (iv) it be recommended to the Board that a Strategic Communications Plan be adopted to ensure effective communications.

The Meeting closed at 7.53 pm.

CLLR GARETH WILLIAMS, LEADER OF THE COUNCIL

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CABINET

COUNCILLOR GAYNOR AUSTIN  
FINANCE & RESOURCES PORTFOLIO HOLDER  
REPORT NO. FIN2613

4<sup>TH</sup> AUGUST 2026

KEY DECISION? NO

**BUDGET OUTTURN 2025/26, 2026/27 QUARTER 1 FORECAST AND  
MTFS UPDATE 2026/27**

**SUMMARY AND RECOMMENDATIONS:**

This report sets out the financial outturn for 2025/26, first quarter forecast for 2026/27 and an update of the MTFS.

CABINET is recommended to:

- i. Note the Revenue Outturn for 2025/26;
- ii. Approve £64,795 revenue budget carry forward and £2.834m Capital reprofiling to 2026/27;
- iii. Note the Quarter 1 forecast for 2026/27;
- iv. Note the MTFS update for 2026/27 to 2029/30;
- v. Approve the write off's as set out in Section 4 of the report;

**1. INTRODUCTION**

- 1.1. This report provides the outturn position against approved budget for the last financial year ended 31 March 2026 (2025/26). The 2026/27 budget approved at Budget Council on 26<sup>th</sup> February 2026 was based upon the forecast position in December 2025 and therefore the outturn provides an opportunity to review the 4-year medium term financial strategy (MTFS) alongside, including the 1<sup>st</sup> quarter forecast.
- 1.2. This is a key decision because it is likely to result in the Council incurring expenditure or making savings which are significant in as much as they will have a material effect on the level of council tax or balances or contingencies in relation to the Council's overall budget.

**2. BACKGROUND AND EXECUTIVE SUMMARY**

**2025/26 Revenue Budget Outturn:**

- 2.1. In February 2025, Council approved the 2025/26 revenue budget, which included a planned deficit of £5.6m. This was to be mitigated through £2.2m of in-year revenue savings, with the remaining £3.4m funded from revenue reserves (see **Slide 2 of Appendix 1**).

- 2.2. The 2025/26 Medium Term Financial Strategy (MTFS) set out a balanced budget strategy that required recurring reductions in net service expenditure of £1.78m in 2025/26, increasing to £3.781m by 2027/28. The strategy also assumed the achievement of capital receipts, to achieve a reduction in borrowing costs and Minimum Revenue Provision (MRP).
- 2.3. Revenue savings were to be identified through a service prioritisation and benchmarking exercise. By December 2025, the discovery phase had concluded that significant savings or lower-priority services could not be readily identified without adversely affecting service delivery. These findings subsequently informed the 2026/27 budget strategy.
- 2.4. When setting the 2026/27 budget, Council recognised that further service reductions would adversely affect service delivery and that future efficiencies would be better realised through the North Hampshire Unitary Authority. As a result, it ceased the service prioritisation savings strategy, maintained a no net budget growth approach other than unavoidable pressures, and planned to use reserves where necessary.
- 2.5. The Council achieved and removed £1.4m of temporary savings from the 2025/26 budget, reflecting its history of budget underspends. A further £1m saving arose from the release of a provision for pooled investment fund valuation losses following the extension of the statutory override. These benefits were partly offset by the delay in the sale of Union Yard, resulting in the under achievement of a budgeted £418k interest saving.
- 2.6. During the year, supplementary budget approvals totalling £1m were approved and funded from revenue reserves. A schedule is provided on **Slide 11 of Appendix 1**. This increased the final budgeted deficit to £4.479m, to be funded from reserves.
- 2.7. The provisional 2025/26 outturn reported a deficit of £2.36m, representing a call on reserves that was £2.1m lower than budget. A summary of the outturn is provided in the table below. Further detail is provided in **Slides 3 - 10 of Appendix 1**.

| Revenue Outturn 2025/26 | Final        |              |                |
|-------------------------|--------------|--------------|----------------|
|                         | Budget       | Outturn      | Variance       |
|                         | £`000        | £`000        | £`000          |
| Service Portfolios      | 12,770       | 11,939       | (831)          |
| Retained Business Rates | (5,071)      | (4,336)      | 735            |
| One-off items           | (848)        | (1,136)      | (289)          |
| Corporate funding       | (2,564)      | (4,106)      | (1,542)        |
| Planned savings         | 192          | 0            | (192)          |
| <b>Total Outturn:</b>   | <b>4,480</b> | <b>2,362</b> | <b>(2,118)</b> |

- 2.8. The reserves available to support the MTFS deficit at 31 March 2026 have increased by **£1.767m**, from the forecast reserves of £5.147m to £6.914m

reflecting the budget underspend achieved in 2025/26 compared with the forecast incorporated within the February 2026 MTFS. (see **slide 3 of Appendix 1**).

### Capital programme outturn

- 2.9. A high-level summary of the Council's capital programme expenditure for 2025-26 is set out in the table below. Capital projects by their nature are mostly delivered across several financial years and each project total approval will have expenditure budgets profiled to represent planned delivery. Of the £6.576m variance, £2.834m is slippage of the budget profiling to 2025-26 due to delays in projects. The capital programme is presented on **appendix 1 slides 12 and 13**

| Capital programme                 | £`000          |
|-----------------------------------|----------------|
| 2025/26 Budget                    | 4,795          |
| Reprofiled from prior year        | 3,624          |
| In Year Approved Schemes          | 4,082          |
| Disposals funded from receipts    | 156            |
| <b>Final Budget</b>               | <b>12,657</b>  |
| Outturn                           | 6,081          |
| <b>Total underspend</b>           | <b>(6,576)</b> |
| Reprofiled to 2026/27             | (2,834)        |
| Grant funding transfer to reserve | (2,082)        |
| Underspend                        | (1,661)        |
| <b>Total underspend</b>           | <b>(6,576)</b> |

- 2.10. Several of the projects detailed are subject to external requirements or further delegations:
- Union Yard fit out contributions depend on lease negotiations and requirements of potential tenants.
  - The Asset Management provision and Service Review provision is subject to separate approvals and asset requirements that arise.
  - The Union Yard Right to Light budget is subject to claims submitted and negotiations

### MTFS review

- 2.11. The 2025/26 outturn position has been reviewed alongside the Quarter 1 forecast for 2026/27 to identify changes since the budget was approved in February 2026. Detailed budget monitoring information to June 2026 has been provided separately to service managers. For brevity, only the key variances impacting the MTFS are summarised below. Full details are set out in **Slide 15 and 16 of Appendix 1**.
- 2.12. The revised MTFS includes an additional net cost of £442,000 in 2026/27, increasing to £2.694 million per annum from 2027/28 onwards. As a result, the estimated revenue reserves available to fund the forecast deficit at Vesting Day

have increased from £1.828 million to £2.253 million before consideration of the risks outlined below.

- 2.13. Significant uncertainties remain within the financial forecasts and could materially affect the Council's financial position. While these risks have been reported previously, they remain sufficiently material to warrant further consideration as part of this MTFS review.
- 2.14. The Serco contract negotiations are expected to conclude in September 2026, when the full financial implications will become clear. The February 2026 MTFS includes a £500k provision, with a further £595k assumed in the current review (**Appendix 1, Slide 16**) for 2026/27. The Council will be able to either continue the existing contract arrangements or move to a Twin Stream service model. Under either option, the Council will be responsible for procuring and funding vehicles and equipment. There remains a risk of additional cost pressures arising beyond the current budget assumptions.
- 2.15. Commercial property income continues to represent a significant financial risk. A comprehensive review of rental income forecasts, tenancy arrangements, lease expiries, void assumptions and holding costs is still underway and may require further revisions to the MTFS. Analysis of lease break clauses and contract expiry dates highlights a substantial proportion of rental income that may be at risk in future years. Any reduction in occupancy levels or rental income could have a material adverse impact on the revenue budget and the Council's financial resilience leading up to Vesting Day.

|                                                | Budget<br>26/27<br>£ | Budget<br>27/28<br>£ | Budget<br>28/29<br>£ | Budget<br>29/30<br>£ |
|------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Commercial property income</b>              |                      |                      |                      |                      |
| Income up to lease break/exit                  | (9,828,298)          | (8,681,932)          | (7,729,084)          | (6,548,327)          |
| Income at risk outside of lease                | (136,634)            | (1,040,523)          | (1,772,219)          | (3,223,907)          |
| <b>Total income</b>                            | <b>(9,964,932)</b>   | <b>(9,722,455)</b>   | <b>(9,501,303)</b>   | <b>(9,772,234)</b>   |
| <b>Ashbourne House Service costs and rates</b> | <b>155,616</b>       | <b>552,744</b>       | <b>584,494</b>       | <b>995,993</b>       |

In addition, forecast service charge and business rates liabilities relating to Ashbourne House are expected to increase significantly over the MTFS period and will place further pressure on the Council's financial position if mitigating actions are not identified.

- 2.16. Delays in achieving planned capital receipts continue to impact the Council's treasury position by increasing the level and duration of external borrowing required to maintain liquidity. Uncertainty over the timing of asset disposals reduces flexibility in cashflow management and limits opportunities to reduce borrowing costs. In addition, borrowing rates are currently higher than the 4.5% assumption reflected in the MTFS, creating further budget pressure.
- 2.17. Local Government Reorganisation (LGR) preparations are currently being assessed across Hampshire, together with the methodology for apportioning

costs between authorities. These costs are expected to be significant and will place additional demands on available reserves. While some expenditure may qualify for funding through the Flexible Use of Capital Receipts Direction, a substantial proportion is expected to fall directly on the revenue budget. No additional provision has been included within this MTFS update beyond existing assumptions.

- 2.18. While the updated MTFS indicates that sufficient reserves are currently available to support the forecast position through to Vesting Day, this assessment remains subject to several significant financial risks and assumptions. The sensitivity of the forecasts, particularly in relation to commercial property income, capital receipts and LGR-related costs, means that continued financial discipline and active risk management will be required to maintain financial resilience and ensure the Council is able to meet its obligations without the need for additional savings measures or use of reserves beyond those currently forecast.

### 3. Write-Offs

- 3.1 In compliance with the Constitution, Financial Procedure Rules (E60), debts that require write-off over £10,000 require approval from Cabinet. There is one requested write-off within the Building Control service of £11,550 where the company went into administration in September 2025.

### 4. Capital Receipts Delivery

- 4.1. The table below outlines the delivery of outstanding capital receipts, detailing the sources, values, and timing of receipts received or anticipated during the reporting period.

|                       | Budgeted Value | Budgeted Disposal Month | Forecast Value | Forecast Disposal Month | Change in Value | Delay in months |
|-----------------------|----------------|-------------------------|----------------|-------------------------|-----------------|-----------------|
|                       | £              |                         | £              |                         | £               |                 |
| Devereux House        | 1,500,000      | May-25                  | 1,500,000      | Aug-26                  | -               | 15              |
| Hawley Lane           | 3,600,000      | Jul-25                  | 3,600,000      | TBC                     | -               | 12+             |
| Meads Block 3         | 2,000,000      | Oct-25                  | 2,000,000      | TBC                     | -               | 9+              |
| Union Yard - 82 units | 15,000,000     | Sep-25                  | 14,500,000     | July-26                 | -500,000        | 9               |

### 5. Alternative Options

- 5.1. The Council is under a statutory obligation to set and maintain a balanced budget. Consequently, a 'do nothing' option is not available. The Council must deliver the establishment vacancy target saving and capital receipt targets set out within the Financial Recovery Plan in order to support financial sustainability and compliance with its statutory responsibilities.

- 5.2. Progress in delivering the measures contained within the MTFS is subject to ongoing financial monitoring and review. Should the Council's financial position deteriorate, or delivery risks emerge, the Council has the option to implement targeted or wider temporary expenditure controls to contain spending and minimise the drawdown of reserves. The Executive Head of Finance will consult with Members and the Senior Leadership Team at the earliest indication that such measures may be required.

## **6. Consultation**

- 6.1. No specific consultations have been undertaken outside of the elected member of the council.

## **7. IMPLICATIONS**

### **Risks and Uncertainties**

- 7.1. The key risks and uncertainties associated with the MTFS are outlined above, with a comprehensive assessment included within the February 2026 Budget Report. Given that the Council has not yet achieved an unqualified audited financial position, there remains a risk that adjustments arising from the completion of the audit process could impact the Council's reported financial position and future financial forecasts. Any such impacts will be reflected in subsequent monitoring reports and updates to the MTFS.

### **Legal Implications**

- 7.2. Under the Council's Finance Procedure Rules, the Executive Head of Finance is responsible for the proper administration of the Council's financial affairs and advising on the corporate financial position. It is the responsibility of Executive Directors, Heads of Service, Corporate Managers and Service Managers to consult with the Executive Head of Finance and seek approval on any matter liable to affect the Council's finances materially, before any commitments are incurred.

Comments approved by Executive Head of Governance and Law (Monitoring Officer).

### **Financial and Resource Implications**

- 7.3. Financial implications are set out within the report.

### **Equalities Impact Implications**

- 7.4. No direct impact.

### **Other**

- 7.5. There are no further implications of this report to consider.

## **8. CONCLUSIONS**

- 8.1. The Council approved a balanced budget for 2025/26, incorporating a planned drawdown from reserves of £3.4m and a savings requirement of £1.8m through net budget reductions. The provisional outturn indicates that the savings target has been fully achieved and that additional underspends have reduced the overall reliance on reserves to £2.362m. Unaudited usable reserves available to support the 2026/27 financial position are estimated at £6.9m.
- 8.2. Should in-year financial monitoring indicate a deterioration in the Council's financial position, targeted or wider expenditure controls may be implemented to manage spending, mitigate financial risk, and protect reserve balances while corrective actions are progressed.
- 8.3. Despite the improved outturn position, the Council continues to face significant financial challenges over the Medium-Term Financial Strategy (MTFS) period. Officers will continue to monitor financial performance closely and provide regular updates to Members on the Council's financial position, risks, and mitigating actions.

### **BACKGROUND DOCUMENTS:**

- MTFS update 2024/25– 8<sup>th</sup> July 2025
- General Fund Budget 2025/26 and Medium-Term Financial Strategy 2026/27 to 2029/30 - Council – 26th February 2026

### **CONTACT DETAILS:**

**Report Author** – Peter Vickers [peter.vickers@rushmoor.gov.uk](mailto:peter.vickers@rushmoor.gov.uk)





Appendix 1

# Outturn review

## 2025-26 Financial Year

## 2025/26 Revenue Budget Summary

Figures in £000

| Budget adjustments      | Orig. Budget   | Savings        | Supp.          | Final Budget   | Outturn        | Variance       |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Services deficit        | 4,623          | (1,394)        | 1,058          | 4,288          | 2,362          | (1,926)        |
| Pooled fund provision   | 1,000          | (1,000)        | 0              | 0              | 0              | 0              |
| <b>Total deficit</b>    | <b>5,623</b>   | <b>(2,394)</b> | <b>1,058</b>   | <b>4,288</b>   | <b>2,362</b>   | <b>(1,926)</b> |
| UY interest saving      | (418)          |                |                | (418)          | 0              | 418            |
| Savings target          | (1,784)        | 1,394          |                | (390)          | 0              | 390            |
| Pooled fund provision   |                | 1,000          |                | 1,000          | 0              | (1,000)        |
| <b>Reserve drawdown</b> | <b>(3,421)</b> | <b>0</b>       | <b>(1,058)</b> | <b>(4,479)</b> | <b>(2,362)</b> | <b>2,118</b>   |

Table tracks in-year budget changes against outturn. Savings were netted off against the savings target and in year supplementary (reserve funded) approved expenditure added; the outturn delivered a further £2.118m underspend beyond the adjusted budget, inclusive of the reversal of the Pooled Funds provision.

Brackets represent an underspend

## Budget, Forecast, Outturn and Reserves for 2025-26

| 2025-26 Budget                             | Original<br>Budget<br>` 000 | Forecast<br>January<br>` 000 | Final<br>Budget<br>` 000 | Outturn<br>` 000 | Variance<br>` 000 |
|--------------------------------------------|-----------------------------|------------------------------|--------------------------|------------------|-------------------|
| Pooled fund provision                      | 1,000                       | 1,000                        | 0                        | 0                | 0                 |
| Revenue deficit                            | 4,623                       | 4,623                        | 4,288                    | 1,627            | (2,661)           |
| <b>Total: Revenue Deficit</b>              | <b>5,623</b>                | <b>5,623</b>                 | <b>4,288</b>             | <b>1,627</b>     | <b>(2,661)</b>    |
| <b>Planned budget reductions:</b>          |                             |                              |                          |                  |                   |
| Interest saving on UY capital receipt      | (418)                       | 0                            | (418)                    | 0                | 418               |
| Pooled fund provision reversal             |                             | (1,000)                      | 1,000                    | 0                | (1,000)           |
| MTFS Savings target 2025/26                | (1,784)                     | (784)                        | (390)                    | 0                | 390               |
| Period 8 forecast underspend               |                             | (1,271)                      | 0                        | 0                | 0                 |
| Tariff on Business Rates provision release | 0                           | 985                          | 0                        | 735              | 735               |
| <b>Total: Planned budget reductions</b>    | <b>(2,202)</b>              | <b>(2,070)</b>               | <b>192</b>               | <b>735</b>       | <b>543</b>        |
| <b>Deficit funded from reserves</b>        | <b>3,421</b>                | <b>3,553</b>                 | <b>4,479</b>             | <b>2,362</b>     | <b>(2,118)</b>    |
| <b>Reserves available to fund deficit:</b> |                             |                              |                          |                  |                   |
| Available to fund deficit:                 | (10,931)                    | (9,608)                      | (9,276)                  | (9,276)          | 0                 |
| Supplementary approvals                    | 1,128                       | 908                          | 1,058                    | 1,058            | 0                 |
| Budget Deficit                             | 3,421                       | 3,553                        | 3,421                    | 1,304            | (2,118)           |
| <b>Reserves remaining</b>                  | <b>(6,382)</b>              | <b>(5,147)</b>               | <b>(4,797)</b>           | <b>(6,914)</b>   | <b>(2,118)</b>    |

## Revenue net budget variances

| Revenue Outturn 2025/26 | Final<br>Budget<br>` 000 | Outturn<br>` 000 | Variance<br>` 000 |
|-------------------------|--------------------------|------------------|-------------------|
| Service Portfolios      | 12,770                   | 11,939           | (831)             |
| Retained Business Rates | (5,071)                  | (4,336)          | 735               |
| One off items           | (848)                    | (1,136)          | (289)             |
| Corporate funding       | (2,564)                  | (4,106)          | (1,542)           |
| Planned savings         | 192                      | 0                | (192)             |
| <b>Total Outturn:</b>   | <b>4,480</b>             | <b>2,362</b>     | <b>(2,118)</b>    |

Detail is provided on following slides

# Revenue net budget variances

Figures in £000

| Portfolio budgets              | Budget        | Outturn       | Variance     |
|--------------------------------|---------------|---------------|--------------|
| Economy, Skills & Regeneration | 1,939         | 1,946         | 7            |
| Finance & Resources            | 5,765         | 5,225         | (540)        |
| Healthy Comm & Active Lives    | 2,224         | 2,094         | (129)        |
| Housing & Planning             | 2,124         | 2,051         | (73)         |
| Leader                         | 387           | 368           | (19)         |
| Policy, Perform & Sustain      | 2,113         | 1,984         | (129)        |
| Pride in Place / N'hood        | 6,585         | 6,103         | (482)        |
| Corporate: Commercial property | (8,082)       | (8,116)       | (34)         |
| Corporate: Vacancy target      | (500)         | 0             | 500          |
| Corporate: Insurance           | 214           | 282           | 69           |
| <b>Total: Portfolios</b>       | <b>12,770</b> | <b>11,939</b> | <b>(831)</b> |

Brackets represent an underspend



## Revenue net budget variances

| One off items                                    | Final Budget<br>`000 | Outturn<br>`000 | Variance<br>`000 |
|--------------------------------------------------|----------------------|-----------------|------------------|
| Sale commercial waste book                       | 0                    | (128)           | (128)            |
| Refuse Service legal settlement                  | (2)                  | (24)            | (22)             |
| Hart BC Dev control project                      | 0                    | (26)            | (26)             |
| GRIP funding contribution to existing staff cost | 5                    | (54)            | (59)             |
| Homeless grant full value justified              | (942)                | (1,015)         | (73)             |
| Banking and debt management                      | 92                   | 111             | 19               |
| <b>Total: One off items</b>                      | <b>(848)</b>         | <b>(1,136)</b>  | <b>(289)</b>     |

Brackets represent an underspend

Figures in £000

# Revenue net budget variances

| Planned budget reductions               | Final<br>Budget<br>`000 | Outturn<br>`000 | Variance<br>`000 |
|-----------------------------------------|-------------------------|-----------------|------------------|
| Interest saving on UY capital receipt   | (418)                   | 0               | 418              |
| Pooled fund provision reversal          | 1,000                   | 0               | (1,000)          |
| MTFS Savings target 2025/26             | (390)                   | 0               | 390              |
| <b>Total: planned budget reductions</b> | <b>192</b>              | <b>0</b>        | <b>(192)</b>     |

Figures in £000

Brackets represent an underspend

## Revenue net budget variances

| Corporate funding items         | Final<br>Budget<br>` 000 | Outturn<br>` 000 | Variance<br>` 000 |
|---------------------------------|--------------------------|------------------|-------------------|
| ERP income                      | (615)                    | (1,070)          | (455)             |
| Contract inflation              | 85                       | 0                | (85)              |
| Pension Strain                  | 281                      | 235              | (46)              |
| Net Interest                    | 5,524                    | 4,641            | (883)             |
| MRP                             | 2,133                    | 2,148            | 14                |
| Other corporate adjustments     | (8,234)                  | (8,201)          | 33                |
| Finance Settlement              | (953)                    | (926)            | 27                |
| EMR movement                    | (786)                    | (934)            | (148)             |
| <b>Total Corporate funding:</b> | <b>(2,564)</b>           | <b>(4,106)</b>   | <b>(1,542)</b>    |

Figures in £000

Brackets represent an underspend



## Portfolio budget variances by nature

Figures in £000

| Portfolio                   | Variance     | Nature               | Variance     |
|-----------------------------|--------------|----------------------|--------------|
| Economy, Skills & Regen     | 7            | Corporate            | 69           |
| Finance & Resources         | (540)        | Staff                | (232)        |
| Healthy Comm & Active       | (129)        | Staff non-pay        | (18)         |
| Housing & Planning          | (73)         | Transport            | 0            |
| Leader                      | (19)         | Utilities            | (336)        |
| Policy / Perform / Sustain  | (129)        | Business rates       | (171)        |
| Pride in Place / N'hood     | (482)        | Premises             | (139)        |
| Corporate: Vacancy target   | 500          | Supplies / services  | (157)        |
| Corporate: Insurance        | 69           | Third-party payments | 598          |
| Corporate: Commercial prop. | (34)         | Income               | (444)        |
| <b>Grand Total</b>          | <b>(831)</b> | <b>Grand total</b>   | <b>(831)</b> |

Brackets represent an underspend

## Portfolio budget variances by nature

Figures in £000

| Budget variances               | Corporate | Staff        | Staff non pay | Transport | Utilities    | Business Rates | Premises     | Supplies and Services | Third Party Payments | Income       | Grand Total  |
|--------------------------------|-----------|--------------|---------------|-----------|--------------|----------------|--------------|-----------------------|----------------------|--------------|--------------|
| Economy, Skills & Regeneration | 0         | (110)        | (1)           | (1)       | 7            | (1)            | (1)          | 5                     | 0                    | 108          | 7            |
| Finance & Resources            | 0         | (342)        | (5)           | 0         | 0            | 0              | 0            | (112)                 | 2                    | (82)         | (540)        |
| Healthy Comm & Active Lives    | 0         | 71           | (2)           | (1)       | (12)         | (0)            | (81)         | 99                    | 166                  | (369)        | (129)        |
| Housing & Planning             | 0         | (108)        | (3)           | 0         | 0            | 0              | (1)          | 1                     | (25)                 | 63           | (73)         |
| Leader                         | 0         | (18)         | (1)           | (0)       | 0            | 0              | 0            | (0)                   | 0                    | 0            | (19)         |
| Policy, Perform & Sustain      | 0         | (73)         | (2)           | (1)       | 0            | 0              | 0            | (68)                  | (1)                  | 16           | (129)        |
| Pride in Place /N'hood Service | 0         | (152)        | (4)           | 3         | (115)        | (159)          | (33)         | (88)                  | (30)                 | 96           | (482)        |
| Corporate: Vacancy Target      | 0         | 500          | 0             | 0         | 0            | 0              | 0            | 0                     | 0                    | 0            | 500          |
| Corporate: Insurance           | 69        | 0            | 0             | 0         | 0            | 0              | 0            | 0                     | 0                    | 0            | 69           |
| Corporate: Commercial property | 0         | 0            | 0             | 0         | (216)        | (11)           | (23)         | 6                     | 486                  | (275)        | (34)         |
| <b>Grand Total</b>             | <b>69</b> | <b>(232)</b> | <b>(18)</b>   | <b>0</b>  | <b>(336)</b> | <b>(171)</b>   | <b>(139)</b> | <b>(157)</b>          | <b>598</b>           | <b>(444)</b> | <b>(831)</b> |

Brackets represent an underspend

## Supplementary Estimates

| Supplementary estimates:    | Original Budget<br>`000 | Outturn<br>`000 | Reason / notes           |
|-----------------------------|-------------------------|-----------------|--------------------------|
| Budget carry forward        | 100                     | 146             |                          |
| Legal                       | 108                     | 108             | Legal/Monitoring Officer |
| Property                    | 200                     | 200             | Property Contractors     |
| Crematorium & Ski Slope     | 120                     | 100             | Regen Salaries           |
| LGR & IT                    | 100                     | 146             | LGR costs                |
| Local Plan                  | 100                     | 108             | Local Plan Costs         |
| FRP support                 | 250                     | 250             | External Support         |
| UY arbitration              | 150                     | 0               |                          |
| <b>Total: Supplementary</b> | <b>1,128</b>            | <b>1,058</b>    |                          |

# 2025/26 Capital Budget Summary

Figures in £000

| Capital Programme Budget 2025/26                   | 2025/26<br>Budget | Reprofiled<br>from prior<br>year | Additional<br>Approved<br>Schemes | Virements | Disposals<br>funded<br>from<br>receipts | Total Budget  |
|----------------------------------------------------|-------------------|----------------------------------|-----------------------------------|-----------|-----------------------------------------|---------------|
| Union Yard / Meads commercial lease contributions  | 850               | 175                              | (719)                             | 0         | 0                                       | 306           |
| Union Yard Right to light                          | 400               | 0                                | 0                                 | 0         | 0                                       | 400           |
| Union Yard sale of Blocks C&D costs                | 0                 | 0                                | 0                                 | 0         | 59                                      | 59            |
| New Farnborough Leisure Centre                     | 0                 | 0                                | 2,010                             | 0         | 0                                       | 2,010         |
| Southwood Park                                     | 0                 | 285                              | 0                                 | 0         | 0                                       | 285           |
| Crematorium                                        | 366               | 1,636                            | 1,612                             | 0         | 0                                       | 3,614         |
| Loungers (Meads)                                   | 0                 | 0                                | 719                               | 0         | 0                                       | 719           |
| Ashbourne House                                    | 0                 | 74                               | 0                                 | 0         | 0                                       | 74            |
| CQ Pinehurst Car Park Demolition                   | 0                 | 605                              | 0                                 | 0         | 0                                       | 605           |
| Food Waste                                         | 7                 | 0                                | 0                                 | 0         | 0                                       | 7             |
| Wheeled Bins                                       | 120               | 0                                | 0                                 | 0         | 0                                       | 120           |
| Disabled Facilities Grants                         | 1,111             | 0                                | 0                                 | 0         | 0                                       | 1,111         |
| Aldershot Pools Solar panels                       | 0                 | 71                               | 0                                 | 0         | 0                                       | 71            |
| Asset Management Capital expenditure provision     | 800               | 0                                | 0                                 | (119)     | 0                                       | 681           |
| ICT Services Capital Schemes                       | 141               | 650                              | 0                                 | 0         | 0                                       | 791           |
| Meads block 4 contract costs - Farnborough Landing | 0                 | 0                                | 95                                | 0         | 0                                       | 95            |
| Ceremonial Asset Construction                      | 0                 | 13                               | 0                                 | 0         | 0                                       | 13            |
| Service review capitalised costs provision         | 1,000             | 0                                | 0                                 | 0         | 0                                       | 1,000         |
| Various S106 projects                              | 0                 | 115                              | 365                               | 0         | 0                                       | 480           |
| Aldershot Ski Centre                               | 0                 | 0                                | 0                                 | 99        | 0                                       | 99            |
| Beaumont                                           | 0                 | 0                                | 0                                 | 20        | 0                                       | 20            |
| Asset Disposal costs to be funded from proceeds    | 0                 | 0                                | 0                                 | 0         | 97                                      | 97            |
| <b>Total</b>                                       | <b>4,795</b>      | <b>3,624</b>                     | <b>4,082</b>                      | <b>0</b>  | <b>156</b>                              | <b>12,657</b> |

Brackets represent an underspend



# Capital Outturn

Figures in £000

| Capital Scheme                                  | Budget        | Outturn      | Variance       | Reprofiled to 2026/27 | Transfer to Reserve | Over / (Under) Spend | Comments                                                                        |
|-------------------------------------------------|---------------|--------------|----------------|-----------------------|---------------------|----------------------|---------------------------------------------------------------------------------|
| Union Yard / Meads lease contributions          | 306           | 55           | (251)          | (251)                 | 0                   | 0                    | To enable further commercial unit lets                                          |
| Union Yard construction                         | 0             | 122          | 122            | 0                     | 0                   | 122                  | Hills retention released, remaining spend incurred on staffing and other works. |
| Union Yard disposal                             | 59            | 59           | 0              | 0                     | 0                   | 0                    | Cost to be recovered from capital receipt                                       |
| Union Yard Right to light                       | 400           | 12           | (388)          | 0                     | 0                   | (388)                | Subject to Legal claims / negotiations                                          |
| New Farnborough Leisure Centre                  | 2,010         | 1,686        | (324)          | (324)                 | 0                   | 0                    | Full project approved, £27.5m.                                                  |
| Southwood Park                                  | 285           | 47           | (238)          | (238)                 | 0                   | 0                    | SANG funded                                                                     |
| Crematorium                                     | 3,614         | 3,022        | (592)          | (50)                  | 0                   | (542)                | Savings delivered on increased budget. £50k carry forward for remaining works.  |
| Loungers (Meads)                                | 719           | 27           | (691)          | (691)                 | 0                   | 0                    | Works underway. Additional budget approved 3 March 26 Cabinet.                  |
| Ashbourne House                                 | 74            | (18)         | (92)           | 0                     | 0                   | (92)                 | No spend anticipated - saving is due to prior year VAT correction               |
| CQ Infrastructure residual OPE allocation       | 605           | (312)        | (917)          | 0                     | (605)               | (312)                | Funding will be held in the reserve to call against if project approved.        |
| CCTV                                            | 0             | 28           | 28             | 0                     | 0                   | 28                   | Additional spend due to not accruing in 24/25.                                  |
| Wheeled Bins                                    | 127           | 126          | (1)            | 0                     | 0                   | (1)                  |                                                                                 |
| Disabled Facilities Grants                      | 1,111         | 634          | (477)          | 0                     | (477)               | 0                    | Demand lead expenditure based on claims.                                        |
| Aldershot Pools Solar panels                    | 71            | 42           | (29)           | (29)                  | 0                   | 0                    | Works underway, externally funded.                                              |
| Asset Management Capital expenditure provision  | 681           | 146          | (535)          | (535)                 | 0                   | 0                    | TBC - awaiting detail from Tim. Subject to separate approvals.                  |
| Asset Disposal costs to be funded from proceeds | 97            | 97           | 0              | 0                     | 0                   | 0                    | Disposal costs                                                                  |
| Aldershot Ski Centre                            | 99            | 3            | (96)           | (96)                  | 0                   | 0                    | Approved 13 Jan 2025 Cabinet                                                    |
| Beaumont                                        | 20            | 0            | (20)           | 0                     | 0                   | (20)                 | Approved SLT. Expenditure in revenue.                                           |
| ICT Services Capital Schemes                    | 791           | 70           | (721)          | (307)                 | 0                   | (414)                | Delaying full replacement programme, Wifi and VM Ware works in 26/27            |
| Meads Farnborough Landing                       | 95            | 89           | (6)            | 0                     | 0                   | (6)                  | UKSPF funded £60,401                                                            |
| Ceremonial Asset Construction                   | 13            | 10           | (3)            | 0                     | 0                   | (3)                  | Community resilience funded.                                                    |
| Various S106 projects                           | 480           | 135          | (345)          | (311)                 | 0                   | (33)                 | Capacity issues and procurement process has delayed progress                    |
| Service review capitalised costs provision      | 1,000         | 0            | (1,000)        | 0                     | (1,000)             | 0                    | Subject to separate approvals                                                   |
| <b>Total</b>                                    | <b>12,657</b> | <b>6,081</b> | <b>(6,576)</b> | <b>(2,834)</b>        | <b>(2,082)</b>      | <b>(1,661)</b>       |                                                                                 |

Brackets represent an underspend

# Medium Term Financial Update and Quarter One Forecast

## 2026-27 Financial Year

# MTFS Summary

| 2026-27 Medium Term Financial Strategy July update |              | 2025-26<br>Outturn<br>`000 | 2026-27<br>`000 | 2027-28<br>`000 | 2028-29<br>`000 | 2029-30<br>`000 |
|----------------------------------------------------|--------------|----------------------------|-----------------|-----------------|-----------------|-----------------|
| Feb 2026 Deficit (surplus) before savings          |              |                            | (226)           | 4,002           | 3,809           | 4,352           |
| MTFS July 2026 update                              |              |                            | 442             | 2,694           | 2,786           | 2,229           |
| <b>Revised deficit in July 2026</b>                |              |                            | <b>217</b>      | <b>6,696</b>    | <b>6,595</b>    | <b>6,581</b>    |
| <b>Planned budget reductions:</b>                  |              |                            |                 |                 |                 |                 |
| Interest saving on expected capital receipts       | 0            |                            | (812)           | (1,196)         | (1,304)         | (1,332)         |
| MRP savings from expected capital receipts         | 0            |                            | (30)            | (1,012)         | (1,017)         | (1,271)         |
| Planned Revenue Savings                            | 0            |                            | 0               | 0               | 0               |                 |
| <b>Total: Planned budget reductions</b>            | <b>0</b>     |                            | <b>(842)</b>    | <b>(2,208)</b>  | <b>(2,321)</b>  | <b>(2,603)</b>  |
| <b>Deficit (Surplus) funded from reserves</b>      | <b>2,362</b> |                            | <b>(626)</b>    | <b>4,488</b>    | <b>4,274</b>    | <b>3,977</b>    |
| <b>Reserves available to fund deficit:</b>         |              |                            |                 |                 |                 |                 |
| Available to fund deficit:                         | 9,276        |                            | 6,914           | 7,140           | 2,253           | (2,022)         |
| Supplementary approvals                            | (1,058)      |                            | (400)           | (400)           |                 |                 |
| Budget (deficit) /Surplus                          | (1,304)      |                            | 626             | (4,488)         | (4,274)         | (3,977)         |
| <b>Reserves remaining</b>                          | <b>6,914</b> |                            | <b>7,140</b>    | <b>2,253</b>    | <b>(2,022)</b>  | <b>(5,999)</b>  |
| <b>Reserves supporting specific initiatives</b>    | <b>3,279</b> |                            | <b>2,401</b>    | <b>2,602</b>    | <b>2,904</b>    | <b>3,175</b>    |
| In year reserve movement to revenue account        | (878)        |                            | 201             | 302             | 271             | 273             |
| <b>Reserves remaining</b>                          | <b>2,401</b> |                            | <b>2,602</b>    | <b>2,904</b>    | <b>3,175</b>    | <b>3,448</b>    |
| <b>Working Balance:</b>                            | <b>2,000</b> |                            | <b>2,000</b>    | <b>2,000</b>    | <b>2,000</b>    | <b>2,000</b>    |

# MTFS July 2026 Update: detail

| MTFS July 2026 update additional to February 2026                     | 2026-27<br>`000 | 2027-28<br>`000 | 2028-29<br>`000 | 2029-30<br>`000 |
|-----------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>February 2026 MTFS risks and reserve adjustments</b>               |                 |                 |                 |                 |
| Risk Items: Serco                                                     | 0               | 500             | 500             | 500             |
| Risk Items: Property voids                                            | 0               | 250             | 500             | 500             |
| Leisure Centre revenue impact                                         | 81              | 725             | 237             | 0               |
| Farnborough LC March updated income profiling adjustment              | 0               | (540)           | 21              | (198)           |
| <b>Other MTFS changes since February estimates</b>                    |                 |                 |                 |                 |
| FIL early repayment - MRP only 10 yr SL                               | (211)           | 0               | 0               | 0               |
| FIL early repayment - interest 1% difference                          | (21)            | 0               | 0               | 0               |
| Additional Homelessness funding in final MHCLG Settlement             | (93)            | (48)            | (24)            | 0               |
| LSH additional contract cost                                          | 37              | 37              | 37              | 37              |
| Wayleaves speculative income: no pipeline to support this             | 80              | 80              | 80              | 80              |
| Serco contract repurchase                                             | 36              | 595             | 614             | 614             |
| 168 High Street - MRP and Interest one year saving for early disposal | (290)           | 0               | 0               | 0               |
| 168 High Street - Revenue budget removal                              | 35              | 35              | 35              | 35              |
| Business rates final estimates                                        | 125             | 125             | 125             |                 |
| Pay increase at 3.2% vs 3.5%                                          | (28)            | (28)            | (28)            | (28)            |
| Additional borrowing costs 0.5% increase on MTFS assumption of 4.5%   | 165             | 274             | 0               | 0               |
| Armed Forces Day                                                      | 195             | 0               | 0               | 0               |
| Farnborough Civic Quarter masterplanning                              | 98              | 0               | 0               | 0               |
| Homelessness funding ringfenced excludes subsidy loss and temp acc    | 233             | 689             | 689             | 689             |
| <b>Total change in MTFS position</b>                                  | <b>442</b>      | <b>2,694</b>    | <b>2,786</b>    | <b>2,229</b>    |

Brackets represent an underspend



CABINET

COUNCILLOR GARETH WILLIAMS  
LEADER OF THE COUNCIL

4 AUGUST 2026

KEY DECISION: NO

REPORT NO. ED2611

**COUNCIL DELIVERY PLAN AND RISK REGISTER QUARTER 1 UPDATE  
AND THE PERFORMANCE MANAGEMENT FRAMEWORK**

**SUMMARY AND RECOMMENDATIONS:**

This report sets out the performance monitoring for the Council Delivery Plan for the first quarter of 2026/27. 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 Annex C and the associated dashboard report at Annex E.

The Performance Management Framework and Data Quality Policy have been refreshed and updated.

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 sections 5.1 – 5.12 of this report.
- iii) Approve the refreshed and updated Performance Management Framework and Data Quality Policy
- iv) Delegate authority to the Executive Director, in consultation with the Leader, to make minor amendments to reflect organisational structure changes.

**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 April to June 2026. 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. Annex C sets out risks that affect the Council's performance.
- 1.4 The Council has a statutory duty under the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Performance Management Framework provides a consistent approach to the measurement, management, and publication of the organisation's performance to promote accountability and improvement.

## **2. BACKGROUND TO THE DELIVERY PLAN**

- 2.1 The Council Delivery Plan was approved at Council at its meeting on [26 February 2026](#). 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 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. Some of the priorities do not have a direction of travel status this quarter, as they are new this year.
- 2.4 The Delivery Plan priorities have outcomes and outputs that will measure the success of the priority. As outcomes tend to be longer term measures, these will be reported at the end of the year. Outputs will be reported each quarter, where quarterly data is available.
- 2.4 The Delivery Plan focus on the Council's priorities, so not all areas of the council are covered. Annex B sets out a mix of measures and indicators that have been selected to show council service performance. These have been reviewed during quarter one and there should be an indicator or measure for every service area.

- 2.5 In some cases the Council is able to influence the measure or indicator directly, for example “*satisfaction with the way the council runs things*” in other instances the measure or indicator shows how the borough is performing and the Council can only influence changes, for example “*Unemployment - Claimant Count % of the working age population*”.
- 2.6 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 DELVIERY PLAN**

- 3.1 Annex A sets out the position of delivering the plan at the end of quarter 1 (30 June 2026), with 18 of the 23 (76%) of the priorities on track. There has been good progress against the plan and key highlights this quarter are shown by theme below.

#### **3.2 Economy, Skills and Regeneration**

- DWP has confirmed that RBC was successful in its bid for approx. £100,000 of funding to support a Youth Hub. This Hub will support young people (16-25) into employment.
- A job fair in Farnborough included representation from 30 businesses.
- Significant resource was dedicated to delivering the Armed Forces Day National Event. However, this included work with businesses and partners aligned to delivery plan activities and outcomes. The ‘industry zone’ at the event promoted local careers and job opportunities
- The Aldershot and Farnborough Growth Partnership website and prospectus have been drafted and will be launched at Farnborough Airshow on 22<sup>nd</sup> July.
- Shell and core works to facilitate Loungers as a tenant within The Meads commenced on 5<sup>th</sup> May.
- There were several measures enacted to improve the urban and reflect the Armed Forces Day National Event including town centre lamppost banners in Aldershot, Farnborough and North Camp, roadside banners, window vinyls at Aldershot Station, town centre bunting in Aldershot and window displays during Armed Forces week.
- Both sides have now appointed legal representatives to move forward the transaction for the Block 3 development site

#### **3.3 Homes for All: Quality Living, Affordable Housing**

- Housing Oversight Group work programme confirmed
- Presentation on internal performance made to OSC
- Officers have intervened on safety / fire safety issues with Sanctuary Housing Association at Shaftsbury Court
- Prohibition Order was served on 133A Lynchford Road

- Draft new allocations policy has been agreed (subject to testing), work is well underway on the development of staff Guidance, which has been informed by external professionals.
- Local Plan consultation has started on 19<sup>th</sup> June and is proceeding well. The draft Sustainability Assessment and Habitat regulation work has been completed and is part of that consultation

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

- S106 agreement has been signed and planning permission granted for the new leisure centre, and work on site commenced 29<sup>th</sup> June 2026.
- Active in Rushmoor delivered at Armed Forces Day – celebration of local community sports offers.
- Young at Heart booklet produced and delivered in many community spaces in the Borough
- Continuation of successful wellbeing walks with some walks attracting up to 19 people, with new walkers every month.
- Ukrainian Famous and Inspiring people event delivered successfully
- International Women's Day Event in collaboration with GRNC was a huge success
- New Churches together group has been established and had first meeting
- Development of a project with Headroom to support families, in Rushmoor, via a therapeutic pilot.
- Development of a new programme to support those with mental health issues through an art/creative project at North Town Community Centre.

### 3.5 Pride in Place: Clean, Safe and Vibrant Neighbourhoods

- We have been awarded £26,437.62 from Keep Britain Tidy Chewing Gum Taskforce fund
- Think Safe event delivered with 932 pupils from 15 schools
- During June the playground renewals report went to Policy and Project Advisory Board and Cabinet. Five renewal projects covering six playgrounds have been agreed, two in 2026/27 and three in 2027/28

### 3.6 The Future and Financial Sustainability

- Launch of No PO, no pay process on 1<sup>st</sup> April 2026.
- New Asset Management Strategy agreed in March 2026. The procurement of the revised Strategic Asset Management and property advisory contract has been completed and contracts signed
- LGR Implementation Team established
- Climate Change Impact Assessment training held for officers
- Drafting the climate Annual Report has begun. This is due to go to Cabinet in September.
- Performance Management Framework and Data Quality Policy have been refreshed as part of this report
- Draft data dashboards are being developed.

- The Your Skills, Your Future programme was formally launched, introducing staff to the purpose and benefits of structured career conversations as part of our wider LGR workforce transition support.
- Staff Connect took place in April over four sessions, providing updates on LGR progress and creating a safe space for questions. These sessions helped build confidence and transparency ahead of organisational change

3.7 Five priorities do have an amber status at the end of quarter 1, these are:

- Encourage the development of new and affordable homes on brownfield land – this priority is amber due to the delay in the handover of the units at Union Yard.
- Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards – this priority is amber as the first proposed landlord forum has not been held and low officer capacity. The team are looking for suitable venues for the Landlord forum which we expect to take place in August/September.
- Make it easier to understand how the Council allocates social housing – this priority is amber due to the time scales slipping due to the complexity of the work.
- Work with partners to address health inequalities and improve awareness of mental health – this priority is amber due to changes in the ICB and new working relationships need to be established.
- Implement initiatives to achieve cleaner neighbourhoods – work has been delayed on this priority this quarter due to the Council's focus on Armed Forces Day, resulting in the priority being amber this quarter.

## 4 PERFORMANCE MEASURES AND INDICATORS

4.1 The Council's Performance Data (annex B) sets out the quarterly position of the Council's 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. During Q1 the indicators and measures have been reviewed and a number of new or changed indicators and measures have been included in the monitoring this quarter as follows;

- **Corporate Complaints** changed from responding within policy time to % of upheld and partiality upheld complaints closed in the quarter
- **Number of email news subscribers** replaced engagement rate due to the accuracy of the original measure
- Two new **property compliance** indicators
- **Rate of households with children in temporary accommodation per 1,000 households in the area.** This is to reflect the Local Outcome Framework indicator.
- **Applications determined within time – Non-Major** replaces minor and other

- **% of residents satisfied with health and wellbeing activities**, this will be from the resident's survey and has to be reported in the Delivery Plan. It makes sense to have it here too.
- **% completion of food hygiene inspection cycle in year** has been added to cover the Environmental Health service area
- **% Publication of notice of principal committee agendas 5 clear working days before the meeting** has been added to cover the Democracy service area
- **% IT Service Desk ticket resolution** has been added to cover the IT service area

#### 4.2 Key matters impacting performance to note this quarter:

- Number of complaints each quarter continues to rise
- Due to the time of the year there has been a big influx of remedial works following all the legionella and fire risk assessments being carried out over the last three months. This has affected the property compliance and property remedial's both should improve next quarter.
- Q4 recycling percentage lower than expected. However, the recycling data is seasonal and Q4 is the lowest quarter of the year and expect to reach the target next quarter (Q1), which is currently estimated at 43%.
- No PO NO Pay was brought in as of 1 April 26 resulting in a rise of invoice late payments, this was expected and the % of invoices paid on time should increase next quarter.
- There is more short-term sickness and more long-term sickness in Q1 of this year, but there was a slightly bigger increase in short-term days taken in comparison to long-term sickness.

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

### 5 CORPORATE RISK REGISTER

- 5.1 Risks continue to be routinely reviewed and discussed at both a service level and amongst senior management. The risk management system as a whole continues to be routinely maintained by Services and referred to by SLT as a tool for overseeing the Council's activity and considering the significance of any new risks highlighted.
- 5.2 The public version of the Corporate Risk Register (v24.0) 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.
- 5.3 Annex E 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.

- 5.4 The risks 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.

### **Strategic Risks**

- 5.5 The key strategic risks within the Corporate Risk Register predominantly relate to areas that the Council often only has partial influence upon, including wider community risks such as local economic conditions.
- 5.6 There have been no changes to the scores associated with these risks, only narrative changes throughout reflecting the current position.

### **Standing Corporate Risks**

- 5.7 The Council's standing corporate risks are generally more operational in nature and relate to the work of the Council. There has been an update of the mitigation measures in place/planned for the future throughout.
- 5.8 As indicated by the trend arrows, the risk relating to the Farnborough Civic Quarter has seen the residual risk score decreased, closing the risk gap. This is due to the changing scope and focus of the project itself.
- 5.9 For both the Regen of Town Centres and Union Yard risks, recent assessment of the risks has resulted in the risk gaps being reduced to zero. That is to say that the target risk has been met with the current mitigation in place.

### **Escalated Service Risks**

- 5.10 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.
- 5.11 The risk relating to Armed Forces Day has been removed, given that the event has now been successfully delivered.
- 5.12 Other than updates in the narrative, there have been no other significant changes to the escalated service risks.

## **6 PERFORMAMNCE MANAGEMENT FRAMWORK AND DATA QUAILITY POLICY**

- 6.1 The Performance Management Framework was first developed in April 2020 and sets out the Council's approach to performance management. Performance management is the use of performance information to inform decision making through strategy and policy making, budgeting, service planning, contract management, and improvement activity. It also allows



residents, businesses, and councillors to hold the Council to account for its performance and scrutinise its activities.

- 6.2 The framework has been reviewed several times to reflect the changes in the Council's structure and approach to performance management. The framework (annex D) was reviewed and refreshed in June 2026.
- 6.3 Data quality of the performance information is important; the Data Quality Policy (annex D) outlines the Council's approach to maintaining and improving data quality across the Council.
- 6.4 Both the Performance Management Framework and Data Quality Policy may need to be further updated, with any structural changes to the Council. Going forward these updates can be delegated to the Executive Director, in consultation with the Leader, to make amendments in response to organisational structure changes.

#### **Alternative Options**

- 6.5 Report for information purposes only.

#### **Consultation**

- 6.6 Arrangements for ongoing performance monitoring for the 2026/27 financial year has been carried out in close consultation with the Leader and Cabinet.

## **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 There are no financial implications from this report.

#### **Resource Implications**

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

#### **Equalities Impact Implications**

- 7.5 An Equality Impact Assessment screening to was carried out on the Performance Management Framework and Data Quality Policy. Due to the neutral or positive effect of the documents a full Equality Impact Assessment was not required.

## **8. CONCLUSIONS**

- 8.1 Overall, the first quarter of 2025/26 has shown good progress against the delivery plan.
- 8.2 The Performance Management Framework and Data Quality Policy ensure good quality performance information to inform decision making.

**LIST OF APPENDICES/ANNEXES:**

Annex A - Council Delivery Plan monitoring Q1  
Annex B – Rushmoor Borough Council Performance Data – Q1 2026/27  
Annex C – Corporate Risk Register  
Annex D – Performance Management Framework and Data Quality Policy  
Annex E – Corporate Risk Dashboard – Risk Gap

**BACKGROUND DOCUMENTS:**

Council Delivery Plan 2026/27

**CONTACT DETAILS:**

**Report Authors –**

Sharon Sullivan, Policy Officer - 01252 398465  
[sharon.sullivan@rushmoor.gov.uk](mailto:sharon.sullivan@rushmoor.gov.uk)

Roger Sanders, Corporate Risk Manager – 01252 398809  
[roger.sanders@rushmoor.gov.uk](mailto:roger.sanders@rushmoor.gov.uk)

**Head of Service –**

Karen Edwards, Executive Director  
[karen.edwards@rushmoor.gov.uk](mailto:karen.edwards@rushmoor.gov.uk)



## Council Delivery Plan Monitoring

Quarter 1 – 2026/27

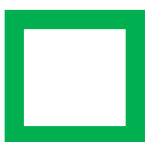
April – June



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| Economy, Skills and Regeneration                                          | 4    |
| Homes for All: Quality Living, Affordable Housing                         | 7    |
| Community and Wellbeing: Active Lives, Healthier and Stronger Communities | 11   |
| Pride in Place: Clean, Safe and Vibrant Neighbourhoods                    | 15   |
| The Future and Financial Sustainability                                   | 19   |

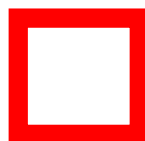
## Key: Delivery Plan priorities



**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<br>                                   | Currently on track<br> | Currently not on track<br> |

| <b>Council Delivery Plan - Progress Dashboard Q1 (% of priorities on track or completed)</b>                                                                                          | <b>Priority status</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Economy, Skills and Regeneration</b>                                                                                                                                               | <b>100%</b>            |
| Promote access to skills, development and training so that residents can be part of a thriving local economy.                                                                         | Green                  |
| Work with businesses to attract and retain jobs, through active place-making and targeting of key industries.                                                                         | Green                  |
| Partner with experts to deliver transformation of town centres and neighbourhoods.                                                                                                    | Green                  |
| <b>Homes for All: Quality Living, Affordable Housing</b>                                                                                                                              | <b>50%</b>             |
| Work with local social housing providers encourage them to offer local tenants a good, consistent service and decent social homes                                                     | Green                  |
| Encourage the development of new and affordable homes on brownfield land                                                                                                              | Amber                  |
| Provide good quality temporary and supported accommodation                                                                                                                            | Green                  |
| Intervene to improve the quality of private rented sector homes in the borough, which do not meet acceptable living standards.                                                        | Amber                  |
| Make it easier to understand how the Council allocates social housing                                                                                                                 | Amber                  |
| Develop a new Local Plan that maximises the delivery of new homes.                                                                                                                    | Green                  |
| <b>Community and Wellbeing: Active Lives, Healthier and Stronger Communities</b>                                                                                                      | <b>80%</b>             |
| A new leisure centre in Farnborough                                                                                                                                                   | Green                  |
| Make sure all residents have access to opportunities for physical exercise                                                                                                            | Green                  |
| Enable a programme of community and cultural activities that engages everyone and improves feelings of belonging.                                                                     | Green                  |
| Work with partners to address health inequalities and improve awareness of mental health.                                                                                             | Amber                  |
| Work with the community and voluntary sector to support residents and deliver priorities.                                                                                             | Green                  |
| <b>Pride in Place: Clean, Safe and Vibrant Neighbourhoods</b>                                                                                                                         | <b>75%</b>             |
| Implement initiatives to achieve cleaner neighbourhoods.                                                                                                                              | Amber                  |
| Cabinet Pride in Place champion to encourage local, cleaner streets projects.                                                                                                         | Green                  |
| Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour                                                                   | Green                  |
| Invest in refreshing our playgrounds                                                                                                                                                  | Green                  |
| <b>The Future and Financial Sustainability</b>                                                                                                                                        | <b>100%</b>            |
| Achieve financial sustainability through delivery of the Financial Recovery Plan.                                                                                                     | Green                  |
| Achieve the best outcome for Rushmoor residents and business from devolution and local government reorganisation                                                                      | Green                  |
| Become a greener and more sustainable borough                                                                                                                                         | Green                  |
| Put in place ways to monitor and review regularly the progress of this Delivery Plan, so that we are publicly accountable to residents, acting where needed to bring it back on track | Green                  |
| Support staff and councillors through structural changes and local government reorganisation - setting teams up for success in the new unitary councils.                              | Green                  |

## Economy, Skills and Regeneration

### Promote access to skills, development and training so residents can be part of a thriving local economy

| Status this quarter                                                                                                            | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |                  |                |                                                                                       | Significant issues this quarter                                                                                                                                                                                                                                                                                                 | Coming up in next quarter                                                                                     | Portfolio                      |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|----------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------|
|                                               | <ul style="list-style-type: none"><li>Significant resource was dedicated to delivering the Armed Forces Day National Event. However, this included work with businesses and partners aligned to delivery plan activities and outcomes. The ‘industry zone’ at the event promoted local careers and job opportunities. It included representation from QinetiQ, BAE Systems, Farnborough Airport, BT Defence, SiXworks, L3 Harris, Leonardo, Aspire/ KBR and Farnborough International/ ADS. Three local colleges had a preview of this zone on a dedicated ‘Schools Day’.</li><li>DWP has confirmed that RBC was successful in its bid for approx. £100,000 of funding to support a Youth Hub. This Hub will support young people (16-25) into employment.</li><li>A job fair in Farnborough included representation from 30 businesses.</li><li>Two new Employment and Skills Plans are underway. A further two are expected.</li></ul> |             |                  |                |                                                                                       | June’s heatwave impacted attendance at the Armed Forces Day National Event ‘Schools Day’ which several schools unable to attend.                                                                                                                                                                                                | Progress the creation of the Youth Hub in Farnborough, to include the recruitment of two employment advisors. | Economy, Skills & Regeneration |
| Output measures                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | D, I, A & Q | Baseline         | Target         | Q1 position                                                                           | Comment                                                                                                                                                                                                                                                                                                                         |                                                                                                               |                                |
| OP1 - Number of residents directly supported in accessing a training programme, gaining a qualification or gaining employment. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | D, Q        | 1,000<br>2025/26 | 1,500          |    | <ul style="list-style-type: none"><li>Approximately 950 people attended the Farnborough Job Fair.</li><li>71 pupils and staff attended the Schools Day at the Armed Forces Day National Event.</li><li>RBC facilitated 9 work experience placements in Q1.</li></ul>                                                            |                                                                                                               |                                |
| OP2 - Qualitative feedback on RBC's impact on skills development and job prospects.                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | D, A        | New measure      | New measure    |  | Positive feedback has been received from DWP on support with job fairs and RES network meetings. Businesses also reported good quality candidates and attendance at the Farnborough Job Fair. Very positive feedback has also been received from the colleges attending the Schools Day at the Armed Forces Day National Event. |                                                                                                               |                                |
| OP3 - Youth Hub operational - Summer 2026                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | D, A        | N/A              | By Summer 2026 |  | DWP have confirmed that the application for funding to support the creation of a Youth Hub in Rushmoor was successful. Terms and conditions are expected shortly.                                                                                                                                                               |                                                                                                               |                                |

|                                                                                                          |      |             |   |                                                                                     |                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------|------|-------------|---|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| OP4 – Number of Employment and Skills Plans which are monitored and agreed actions within them achieved. | D, Q | 3 - 2025/26 | 4 |  | There are two plans underway; Bellway and Farnborough Leisure Centre. Plans from Village Hotels and Cody Technology Park are expected |
|----------------------------------------------------------------------------------------------------------|------|-------------|---|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|

## Work with businesses to attract and retain jobs, through active place-making and targeting of key industries

| Status this quarter                                                                             | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |                                                  | Significant issues this quarter                                                                             | Coming up in next quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                  | Portfolio                      |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
|                | <ul style="list-style-type: none"><li>Significant resource was dedicated to delivering the Armed Forces Day National Event. However, this included work with businesses and partners aligned to delivery plan activities and outcomes including an ‘industry zone’ at the event which promoted local careers and opportunities. The zone included representation from QinetiQ, BAE Systems, Farnborough Airport, BT Defence, SiXworks, L3 Harris, Leonardo, Aspire/ KBR and Farnborough International/ ADS.</li><li>The Aldershot and Farnborough Growth Partnership website and prospectus have been drafted and will be launched at Farnborough Airshow on 22<sup>nd</sup> July.</li><li>Case studies have been developed to help promote the business support available from IncuHive</li></ul> |             |                                                  | The resource needed to deliver the Armed Forces Day National Event has delayed progress on some activities. | <ul style="list-style-type: none"><li>The AFGP prospectus and website will be complete. RBC will host a reception of local companies at the Farnborough Airshow on 22<sup>nd</sup> July to showcase the AFGP and launch the products marking a significant milestone for the partnership.</li><li>AFGP action plan to be completed which will include actions to embed the Farnborough Aerospace Cluster Development Action Plan and the place narratives for Aldershot and Farnborough.</li><li>Subject to HCC Cabinet approval; progress the IncuHive Farnborough project.</li></ul> |                                                                                                                                                                                                                                                                  | Economy, Skills & Regeneration |
| Output measures                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | D, I, A & Q | Baseline                                         | Target                                                                                                      | Q1 position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Comment                                                                                                                                                                                                                                                          |                                |
| OP1 - Number of businesses receiving 1-1 business support and accessing free business training. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | D, Q        | 93 1-1 advice sessions and 384 hours of training | 70 1-1 sessions / 250 hours of free training delivered.                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>25 1-1 business advice sessions delivered.</li><li>128 hours of training delivered in Q1. Enterprise Rent-A-Car is now using the Seedl platform. There is more work to do to encourage other companies to engage</li></ul> |                                |
| OP2 – AFGP inward investment materials completed using place narrative branding.                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | D, A        | N/A                                              | AFGP website and investment prospectus completed.                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A draft inward investment prospectus is being professionally designed. An AFGP website has also been prepared. Both will be ready for Farnborough Airshow in late July.                                                                                          |                                |



|                                               |      |     |                |                                                                                     |                                                                                                                                                                                |
|-----------------------------------------------|------|-----|----------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P3 – Social value business toolkit completed. | D, A | N/A | September 2026 |  | Whilst this piece of work was deprioritised during preparations for the Armed Forces Day National Event; a document has been drafted and likely to be launched from September. |
|-----------------------------------------------|------|-----|----------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Regeneration - Partner with experts to deliver transformation of town centres and neighbourhoods

| Status this quarter                                                               | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Significant issues this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                  | Coming up in next quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Portfolio                      |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
|  | <ul style="list-style-type: none"> <li>Cabinet approval secured to appoint Atkins Realis to carry out a Strategic Delivery Review of the Civic Quarter masterplan. Initial workshop session held with relevant members and senior officers to re-baseline objectives for the site.</li> <li>Continued progress made in negotiations with Vivid regarding their purchase of the 82 residential flats in the Union Yard development. All substantive legal points now agreed.</li> <li>Shell and core works to facilitate Loungers as a tenant within The Meads commenced on 5<sup>th</sup> May.</li> <li>HoTs agreed with the purchaser of the Block 3 development site and both sides have now appointed legal representatives to move forward the transaction.</li> <li>RBC has recommenced discussions with the developer around Heads of Terms for the car park land swap.</li> <li>There were several measures enacted to improve the urban and reflect the Armed Forces Day National Event including town centre lamppost banners in Aldershot, Farnborough and North Camp, roadside banners, window vinyls at Aldershot Station, town centre bunting in Aldershot and window displays during Armed Forces week.</li> </ul> | <ul style="list-style-type: none"> <li>Negotiations with Vivid taking longer than anticipated due to complexities surrounding outstanding defect works.</li> <li>Unforeseen ground conditions have contributed in a slight delay to the expected completion date of the shell and core works. Programme re-sequenced to minimise impact. Cost implications being finalised but should be accommodated within contingency or existing capital budgets.</li> </ul> | <ul style="list-style-type: none"> <li>Receipt of the completed Strategic Delivery Review of the CQ site.</li> <li>Exchange and completion with Vivid on their acquisition of the 82 Union Yard residential units.</li> <li>Completion of the shell and core works to the Loungers unit.</li> <li>Exchange (subject to planning) with the purchaser of the Block 3 development site.</li> <li>A joint commission with Hampshire Cultural Trust will see a piece of artwork completed at Union Yard. The aim of the artwork is to attract footfall and encourage greater interest and engagement with the space.</li> </ul> | Economy, Skills & Regeneration |

| Output measures                                                                               | D, I, A & Q | Baseline | Target            | Q1 position                                                                         | Comment                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------|-------------|----------|-------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OP1 - Planning application submitted for redevelopment of the Galleries                       | I, A        | N/A      | No in our control | N/A                                                                                 | In progress (Developer led).                                                                                                                                                                      |
| OP2 - Revised approach to delivery of the Farnborough Civic Quarter regeneration in place     | D, A        | N/A      | by Q1 2026/27     |  | Atkins Realis appointed and working with RBC to progress the Strategic Delivery Review. Current programme indicates completion of this exercise in Q2 26/27.                                      |
| OP4 – Proportion of occupied residential units at Union Yard                                  | D, A        | 18%      | 100%              |  | All substantive legal points now agreed with Vivid. Exchange and completion anticipated to take place in Q2 26/27.                                                                                |
| OP5 – Loungers opens                                                                          | D, A        | N/A      | by Q4 2026/27     |  | Shell and core works started on site and expected to complete in Q2 26/27. Before Loungers are able to open they will need to carry out their own detailed it out of the unit.                    |
| OP6 - Planning application submitted for redevelopment vacant land in Farnborough town centre | D, A        | N/A      | TBC               |  | HoTs agreed with purchaser and both sides have appointed legal representatives. Once exchange has taken place timescales for a planning application submission will be dictated by the purchaser. |

## Homes for All: Quality Living, Affordable Housing

**Work with local social housing providers encourage them to offer local tenants a good, consistent service and decent social homes**

| Status this quarter                                                                 | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                    | Significant issues this quarter | Coming up in next quarter                  | Portfolio          |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------|--------------------|
|  | <ul style="list-style-type: none"> <li>Strategic Meeting Programme started</li> <li>Housing Oversight Group work programme confirmed</li> <li>Presentation on internal performance made to OSC</li> <li>RP Library published on Member SharePoint which Includes Ombudsman and Regulator reports plus minutes of scrutiny meetings with RPs</li> </ul> | None                            | Meeting with Metropolitan Thames Valley HA | Housing & Planning |

| Output measures                                                                  | D, I, A & Q | Baseline | Target                             | Q1 position                                                                              | Comment                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------|-------------|----------|------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OP1 - Number of local social housing providers attending and agreeing positions. | I, A        | 0        | 5                                  |       | Good progress is made in this area: Q1 Meetings have taken place with Grainger Trust and Sanctuary Housing. Q4 25/26 Meeting held with Vivid- agreed actions are being progressed                                             |
| OP2 - Number of scrutiny recommendations implemented                             | D, A        | N/A      | TBC once recommendations received. | 1<br> | Officers have intervened on safety / fire safety issues with Sanctuary Housing Association at Shaftsbury Court. An action plan was put in place by Private Sector Housing Officers and to manage non-compliance issues found. |
| OP3 - Outcome of downsizing incentives investigation implemented.                | D, A        | N/A      | Report 26/27                       |       | Initial research has started                                                                                                                                                                                                  |

## Encourage the development of new and affordable homes on brownfield land

| Status this quarter                                                                | Significant highlights this quarter                                          |             | Significant issues this quarter                                           | Coming up in next quarter                                                                                                                                                                                          |                                                                                       | Portfolio                        |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------|
|  | Work has continued throughout the quarter to identify further opportunities. |             | Union Yard not handed over as anticipated                                 | Delivery at Vale Woods, Union Yard and Wellesley expected. Regen team leading on Strategic Review of Civic Quarter to review delivery options. Civic Quarter is a key site to deliver future new, affordable homes |                                                                                       | Housing & Planning               |
| Output measures                                                                    |                                                                              | D, I, A & Q | Baseline                                                                  | Target                                                                                                                                                                                                             | Q1 position                                                                           | Comment                          |
| OP1 - Number and proportion of occupied affordable housing units at Wellesley      |                                                                              | I, A        | Total Wellesley occupied (Sept 25) = 1,713.<br>Of which affordable = 497. | Total Wellesley Delivery 3850 – all tenures with 1347 affordable by 2030 2026<br>Delivery programme to be confirmed by Grainger.                                                                                   | See comment                                                                           | Awaiting third party information |
| OP2 - Number of affordable and social housing units in pipeline.                   |                                                                              | I, A        | 25/26 Pipeline<br>316 affordable / social units                           | At or above 150 affordable/social units per year.                                                                                                                                                                  |  | 232 + 82 (Union Yard)            |

## Provide good quality temporary and supported accommodation

| Status this quarter                                                               | Significant highlights this quarter                                                                                                                                                                                                  |             |                              | Significant issues this quarter          | Coming up in next quarter                                                                       | Portfolio                                                                                                                                                                            |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Grosvenor Road contract with Home Group is through teething stage and working well.</li> <li>Service at Clayton Court running well with regular member / officer drop-in sessions.</li> </ul> |             |                              | None                                     | Updated position on Clayton Court decommissioning/ Grainger contract timescales and nominations | Housing & Planning                                                                                                                                                                   |
| Output measures                                                                   |                                                                                                                                                                                                                                      | D, I, A & Q | Baseline                     | Target                                   | Q1 position                                                                                     | Comment                                                                                                                                                                              |
| OP1 - Number of temporary accommodation units.                                    |                                                                                                                                                                                                                                      | D, A        | 25/26: 109                   | 109 or above.                            |              | Sustained position                                                                                                                                                                   |
| OP2 - Date of Clayton Court closure and replacement provision in place.           |                                                                                                                                                                                                                                      | D, A        | Not applicable               | In 2028                                  |              |                                                                                                                                                                                      |
| OP3 - Number of drop-in surgeries held with recorded attendance                   |                                                                                                                                                                                                                                      | D, Q        | Not applicable (new project) | 26 surgeries held<br>Attendance for info |              |                                                                                                                                                                                      |
| OP4 - Completion of supported housing funding review and actions taken.           |                                                                                                                                                                                                                                      | D, A        | Not applicable               | By April 2027                            |              | Needs assessment work progressed however, behind schedule due to being procures along with the wider Local Plan Housing Needs Assessment/ strategy drafting commissioned in July 26. |

## Intervene to improve the quality of private rented sector homes in the borough, which do not meet acceptable living standards.

| Status this quarter                                                                 | Significant highlights this quarter                                                                                                                                                                                                   |  |  | Significant issues this quarter                                                                                                                   | Coming up in next quarter | Portfolio          |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
|  | <ul style="list-style-type: none"> <li>Prohibition Order served on 133A Lynchford Road</li> <li>New version of HHSRS introduced at end of June 2026.</li> <li>Discussions progressing on next forum and landlord training.</li> </ul> |  |  | <ul style="list-style-type: none"> <li>Staff sickness has impacted delivery this quarter</li> <li>Looking for suitable venue for forum</li> </ul> | Landlord Forum            | Housing & Planning |

| Output measures                                             | D, I, A & Q | Baseline                                                                                                                                  | Target | Q1 position                                                                              | Comment                                              |
|-------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------|------------------------------------------------------|
| OP1 - Number of Landlord Forums held and attendance levels. | D, A        | 1 in Nov 2025                                                                                                                             | 3      |       | Looking to arrange another forum in August/September |
| OP2 - Number of enforcement notices issued and resolved     | I, A        | 2025/26 – 8 in total<br>Emergency Prohibition Order – 1<br>Prohibition Order – 1<br>Improvement Notice – 4<br>Hazard Awareness Notice - 2 | 10     | 1<br> | Prohibition Order – 1                                |

### Make it easier to understand how the Council allocates social housing

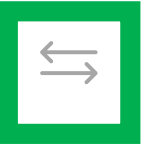
| Status this quarter                                                               | Significant highlights this quarter                                                                                                                                   |             |                                                                                                                             | Significant issues this quarter                             | Coming up in next quarter                                                                                                                           | Portfolio                                                                                        |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|  | Draft new policy has been agreed (subject to testing), work is well underway on the development of staff Guidance, which has been informed by external professionals. |             |                                                                                                                             | Time scales have slipped due to the complexity of the work. | Next phase we move into a testing phase where we check the policy and guidance changes.                                                             | Housing & Planning                                                                               |
| Output measures                                                                   |                                                                                                                                                                       | D, I, A & Q | Baseline                                                                                                                    | Target                                                      | Q1 position                                                                                                                                         | Comment                                                                                          |
| OP1 - Updates made to the allocation scheme.                                      |                                                                                                                                                                       | D, A        | N/a                                                                                                                         | By July 2026                                                |                                                                  | Time scales have slipped due to the complexity of the work                                       |
| OP2 - Website visits to allocation information pages.                             |                                                                                                                                                                       | D, Q        | 2025/26<br>How we allocate housing - 6,691 (average 1,673 per quarter)<br>Policy downloads –1,591 (average 398 per quarter) | 2026 – 10% increase                                         | Apply for social housing - 2,213<br><br>Policy downloads – 348 | Changes made to the web page in February, and the page changed name to Apply for social housing. |

## Develop a new Local Plan that maximises the delivery of new homes.

| Status this quarter                                                               | Significant highlights this quarter                                                                                                                                                            |             |          | Significant issues this quarter                                                                                                                                                                                      |                                                                                     | Coming up in next quarter                                                           | Portfolio          |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------|
|  | Consultation has started on 19 <sup>th</sup> June and is proceeding well. The draft Sustainability Assessment and Habitat regulation work has been completed and is part of that consultation. |             |          | Procurement issues have slowed the appointment of consultants and while the project remains on target it increases the risk of slippage. These issues have been resolved and should not be a problem moving forward. |                                                                                     | Completion of Gateway 1 and formal commencement of the 30 month Local Plan process. | Housing & Planning |
| Output measures                                                                   |                                                                                                                                                                                                | D, I, A & Q | Baseline | Target                                                                                                                                                                                                               | Q1 position                                                                         | Comment                                                                             |                    |
| OP1 - Achievement of key milestones in the Local Plan timetable                   |                                                                                                                                                                                                | D, A        | N/A      | Timetable agreed at Cabinet in March 2026                                                                                                                                                                            |  | Consultation is underway in accordance with timetable agreed at March 2026 Cabinet  |                    |

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

### A new leisure centre in Farnborough

| Status this quarter                                                                 | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                  | Significant issues this quarter | Coming up in next quarter                                                                                                                                                                  | Portfolio                          |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
|  | <ul style="list-style-type: none"> <li>S106 agreement has been signed and planning permission granted.</li> <li>The Council has entered into the Development Management Agreement with Alliance Leisure Services Limited who have entered into the construction contract with Pellikaan.</li> <li>Pre commencement planning conditions submitted and approved in readiness for start on site.</li> <li>Start on site commenced 29<sup>th</sup> June 2026.</li> </ul> | None                            | <ul style="list-style-type: none"> <li>Completion of site set up.</li> <li>Ground works begin (piling).</li> <li>Main pool excavation begins.</li> <li>Groundbreaking ceremony.</li> </ul> | Healthy Communities & Active Lives |

| Output measures                                                                          | D, I, A & Q | Baseline | Target           | Q1 position                                                                         | Comment            |
|------------------------------------------------------------------------------------------|-------------|----------|------------------|-------------------------------------------------------------------------------------|--------------------|
| OP1 - Construction milestones achieved (on site by June 2026, opening by December 2027). | D, A        | N/A      | By December 2027 |  | Currently on track |

## Make sure all residents have access to opportunities for physical exercise

| Status this quarter                                                                                              | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |             |                     | Significant issues this quarter                                                       | Coming up in next quarter                                                                                                      | Portfolio                          |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
|                                 | <ul style="list-style-type: none"><li>Active in Rushmoor delivered at AFD – celebration of local community sports offers.</li><li>Continuation of successful wellbeing walks with some walks attracting up to 19 people, with new walkers every month.</li><li>Sport in Mind yoga sessions attracting up to 12 people and being promoted widely by our mental health services.</li><li>Young at Heart booklet produced and delivered in many community spaces in the Borough</li><li>A new steady and strong class set up for September at the Traction Club. Initial discussions about a new steady and strong class for Mayfield Community Centre – all-inclusive class, including our elderly Nepali community.</li></ul> |             |             |                     | None                                                                                  | Feel good Friday events and Active in Rushmoor social media promotion                                                          | Healthy Communities & Active Lives |
| Output measures                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | D, I, A & Q | Baseline    | Target              | Q1 position                                                                           | Comment                                                                                                                        |                                    |
| OP2 - ‘Feel Good Fridays’ events delivered as scheduled - Easter                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | D, A        | 2           | 4                   |  | Feel good Friday events to start in Q2                                                                                         |                                    |
| OP3 - ‘Active in Rushmoor’ campaign executed, including social media engagement and feedback collection – spring |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | D, A        | 2 campaigns | 4 campaigns /events |  | Active in Rushmoor delivered as part of the Community Day at Armed Forces event – celebration of local community sports offers |                                    |

## Enable a programme of community and cultural activities that engages everyone and improves feelings of belonging.

| Status this quarter                                                                                                   | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                        |             |          |        | Significant issues this quarter                                                            | Coming up in next quarter                                                                                                                                                                                                                                              | Portfolio                          |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|--------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
|                                      | <ul style="list-style-type: none"><li>Ukrainian Famous and Inspiring people event delivered successfully</li><li>International Women’s Day Event in collaboration with GRNC was a huge success</li><li>Ukrainian led art club for children 8-16 years old.</li><li>Delivery of misinformation and disinformation sessions with Belong for Council officers, partners and interested individuals.</li></ul> |             |          |        | None                                                                                       | <ul style="list-style-type: none"><li>Supporting Bohunt School with their Global Fair Day.</li><li>Continuation of the poetry and art project.</li><li>Ukraine Independence Day event – 24<sup>th</sup> August – open to all to celebrate Ukrainian culture.</li></ul> | Healthy Communities & Active Lives |
| Output measures                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                            | D, I, A & Q | Baseline | Target | Q1 position                                                                                | Comment                                                                                                                                                                                                                                                                |                                    |
| OP1 - Number of community cohesion events and attendance held in low engagement areas -waiting to be approved by PPAB |                                                                                                                                                                                                                                                                                                                                                                                                            | D, A        | 1        | 3      | See comment                                                                                | Small events were held in low engagement areas at the end of 2025/26. These were not that well attended. Cohesion events will continue through 2026/27, but the wont necessary be in low engagement areas.                                                             |                                    |
| OP2 - Number of ‘Rushmoor Together activities’ delivered                                                              |                                                                                                                                                                                                                                                                                                                                                                                                            | D, A        | 3        | 6      | 4<br>   | Rushmoor Together funded projects delivered in the local community including CA mediation project rolled out to residents in June.                                                                                                                                     |                                    |
| OP3 - Number of grants the Council allocates to support community and cultural activities/or events                   |                                                                                                                                                                                                                                                                                                                                                                                                            | D, A        | 8        | 10     | 4<br>  | 4 RT projects supported in Q1                                                                                                                                                                                                                                          |                                    |
| OP4 - Number of ‘Farnborough together churches group’ meetings– new group                                             |                                                                                                                                                                                                                                                                                                                                                                                                            | D, Q        | 0        | 2      | 1<br> | New Churches together group has been established and had first meeting                                                                                                                                                                                                 |                                    |

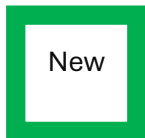


## Work with partners to address health inequalities and improve awareness of mental health.

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| Status this quarter                                                                                              | Significant highlights this quarter                                                                                                                                                                                                                                                                 | Significant issues this quarter                                                                             |                          |               | Coming up in next quarter                                                           | Portfolio                                                                          |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------|---------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
|                                 | <ul style="list-style-type: none"><li>Development of a project with Headroom to support families, in Rushmoor, via a therapeutic pilot.</li><li>Development of a new programme to support those with mental health issues through an art/creative project at North Town Community Centre.</li></ul> | Changes in ICB mean the Council needs to establish new working relationships with Hampshire and IOW Boards. |                          |               |                                                                                     | Healthy Communities & Active Lives                                                 |
| Output measures                                                                                                  |                                                                                                                                                                                                                                                                                                     | D, I, A & Q                                                                                                 | Baseline                 | Target        | Q1 position                                                                         | Comment                                                                            |
| OP1 - Number of community-run events attended by RBC to promote health and wellbeing                             |                                                                                                                                                                                                                                                                                                     | D, A                                                                                                        | N/A                      | 2             |  | RBC supporting community events in Q1 including Donkey Derby, AFD and Victoria Day |
| OP2 - Delivery and participation in Men's Mental Health Day                                                      |                                                                                                                                                                                                                                                                                                     | D, A                                                                                                        | Event held November 2025 | November 2026 |  | Planning stage                                                                     |
| OP3 - Number of warm hub events delivered and attendance– nature of the events                                   |                                                                                                                                                                                                                                                                                                     | D, A                                                                                                        | 1                        | 2             |  | Planning stage                                                                     |
| OP4 - The number of wellbeing walks held as part of the plan to increase social interaction and reduce isolation |                                                                                                                                                                                                                                                                                                     | D, Q                                                                                                        | 4                        | 6             |  | Wellbeing walks being delivered                                                    |

## Work with the community and voluntary sector to support residents and deliver priorities.

| Status this quarter                                                                 | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                             | Significant issues this quarter                                                                                                                                                                                                                                                         | Coming up in next quarter | Portfolio                          |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------|
|  | <ul style="list-style-type: none"> <li>Supporting the North Town Community Centre Officer with links to partners/initiatives/ideas to support the programme of activities.</li> <li>Support the delivery of Be Active Hampshire in Rushmoor for those residents who are inactive. A range of classes have been developed and promoted.</li> <li>Support to RVS to submit a £300k funding application</li> </ul> | <ul style="list-style-type: none"> <li>Delay to HCC decision on design and delivery of the new Crisis &amp; Resilience Fund (CRF) have prevented effective development and delivery of cost of living work with partners</li> <li>Delay to civil society covenant due to LGR</li> </ul> | Young Peoples Plan        | Healthy Communities & Active Lives |

| Output measures                                                                | D, I, A & Q | Baseline | Target | Q1 position                                                                         | Comment                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------|-------------|----------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OP1 - Number of community grants applications received, approved and completed | D, Q        | 18       | 18     |  | Supporting Communities grants not open until September                                                                                                                                                                                                                                    |
| OP2 - Number of organisations based at the Charity and Veterans Hub (TBC)      | I, A        | TBC      | TBC    | See comment                                                                         | Negotiating lease with CA; several interested organisations.                                                                                                                                                                                                                              |
| OP3 - Number of youth-focused initiatives funded or supported                  | D, Q        | 2        | 4      |  | Prospect Youth Club, West End Centre Youth Club, Detached Youth Work, Vision for Youth Social Prescribing                                                                                                                                                                                 |
| OP4 - Number of covenant actions delivered within reporting period (TBC)       | I, Q        | TBC      | TBC    | See comment                                                                         | Work on the Civil society covenant was originally delayed pending the LRG decision – based on feedback from partners and local groups at the voluntary sector forum. RVS are the lead organisation for this and its in their SLA – but the covenant has not been developed at this point. |

## Pride in Place: Clean, Safe and Vibrant Neighbourhoods

### Implement initiatives to achieve cleaner neighbourhoods.

| Status this quarter                                                                 | Significant highlights this quarter                                                                               |             |          | Significant issues this quarter                                                       | Coming up in next quarter                      |                                                                       | Portfolio                               |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------|----------|---------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------|
|  | Nothing of note this quarter, as the Place Protection Team were involved in the delivery of the Armed Forces Day. |             |          | Work has been delayed on this priority due to the councils focus on Armed Forces Day. | Activities to be agreed with Portfolio Holder. |                                                                       | Pride in Place / Neighbourhood Services |
| Output measures                                                                     |                                                                                                                   | D, I, A & Q | Baseline | Target                                                                                | Q1 position                                    | Comment                                                               |                                         |
| PP1- Number of public awareness campaigns related to waste responsibilities         |                                                                                                                   | D, Q        | 2        | 4                                                                                     | N/A                                            | Zero this quarter as the focus has been on the Armed Forces Day event |                                         |

|                                                      |      |                                                                |                            |                                                                                              |                                                                                                                                                                     |
|------------------------------------------------------|------|----------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OP2 - Number of FPNs issued and paid                 | D, Q | First 9 months of 25/26 – 21 FPNs issued. 86% paid/being paid* | 80% paid                   | 83.3%<br> | Reduced number of PPOs due to vacancies. Recruitment underway. FPNs expected to increase when capacity and availability of team increases. 83.3% paid. Above target |
| OP3 - Memorandum of Understanding written and agreed | D, A | N/A                                                            | Target for sign off May 26 |           | Letter of clarification and authorisation signed by Vivid Housing.                                                                                                  |

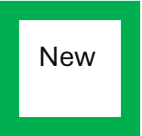
## Cabinet Pride in Place champion to encourage local, cleaner streets projects

| Status this quarter                                                                                 | Significant highlights this quarter                                  |                                                                   |                                                     | Significant issues this quarter                                                            | Coming up in next quarter                                                                                                                                                                                                                            | Portfolio                               |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
|                    | Awarded £26,437.62 from Keep Britain Tidy Chewing Gum Taskforce fund |                                                                   |                                                     | None                                                                                       | Completion of the Chewing Gum Removal and pavement cleaning in North Camp and Aldershot town centre                                                                                                                                                  | Pride in Place / Neighbourhood Services |
| Output measures                                                                                     | D, I, A & Q                                                          | Baseline                                                          | Target                                              | Q1 position                                                                                | Comment                                                                                                                                                                                                                                              |                                         |
| OP1 - Number of litter picking events held and the number of bin bags collected                     | D, Q                                                                 | On average c. 40 events held each quarter and 340 bags collected. | c. 35 per quarter with c. 340 bags collected.       | 53<br>  | 53 litter picks collecting 185 bags of litter by volunteer litter pickers including The Binfluencers, Friends of Napier Gardens and Cove Brook. These are not organised by the Council.                                                              |                                         |
| OP2 - Number of hotspot patrols carried out, due to frequency of reports received within a location | D, Q                                                                 | None                                                              | Reactive to reports and only where resource allows. | N/A                                                                                        | No new repeat locations identified during this period. Reduced number of PPOs due to vacancies. Recruitment underway. Patrols expected to increase when capacity and availability of team increase. No dog fouling patrols carried out this quarter. |                                         |
| OP3 - Number of educational sessions run at schools, clubs and community groups                     | D, Q                                                                 | 1 / 2 per quarter Maintain                                        | 1 / 2 per quarter Maintain                          | 7<br> |                                                                                                                                                                                                                                                      |                                         |
| OP4 - Number of street art installations carried out                                                | D, Q                                                                 | N/A                                                               | 5                                                   |       | Locations agreed. Update meeting needed with PH to discuss progress and agree next steps (including obtaining consent of owners).                                                                                                                    |                                         |

**Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour.**

| Status this quarter                                                                                                                                       | Significant highlights this quarter                                                                                                                                        |             |                                                             | Significant issues this quarter                                    | Coming up in next quarter                                                                  |                                                                                                                                                                                                                                                                                               | Portfolio                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
|                                                                          | <ul style="list-style-type: none"> <li>Think Safe event delivered. Increase in schools and pupil engagement levels.</li> <li>ASB Awareness falls over Q1 and Q2</li> </ul> |             |                                                             | None                                                               | Additional ASB Awareness Week event to be recorded in Q2.                                  |                                                                                                                                                                                                                                                                                               | Pride in Place / Neighbourhood Services |
| Output measures                                                                                                                                           |                                                                                                                                                                            | D, I, A & Q | Baseline                                                    | Target                                                             | Q1 position                                                                                | Comment                                                                                                                                                                                                                                                                                       |                                         |
| OP1 - Number of enforcement actions carried out (Number of Community Protection Notice (CPNs), Injunctions, Criminal Behaviour Order (CBOs) and closures. |                                                                                                                                                                            | D, Q        | Apl – Mar 26. 2 CPW, 2 CPN. 0 Injuncs, 0 CBO and) Closures. | Not target driven. Outcomes based on evidence and proportionality. | N/A                                                                                        | 1 CPN issued.                                                                                                                                                                                                                                                                                 |                                         |
| OP2 - Increase in the number of young people engaged with Think Safe event (events held annually)                                                         |                                                                                                                                                                            | D, A        | 840 attendees at the 25/26 event                            | c.900 attendees based on capacity – 13/18 schools – 72%            | 932<br> | 932 pupils from 15 schools                                                                                                                                                                                                                                                                    |                                         |
| OP3 - Number of engagement and awareness events carried out (including number of people engaged and partners involved).                                   |                                                                                                                                                                            | D, Q        | 2025/26 5 events.                                           | 4 (1 each quarter)                                                 | 2<br>   | <ul style="list-style-type: none"> <li>1 engagement event with police (ASB Awareness Week), 25 MoP engaged with follow-ups actioned.</li> <li>1 Safety Awareness (Knife crime and personal safety etc) event. Delivered at Cody Oaks Senior School. 80 + individuals engaged with.</li> </ul> |                                         |

## Invest in refreshing our playgrounds

| Status this quarter                                                                                                                  | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                             |                                                     | Significant issues this quarter                                                      | Coming up in next quarter                                                                                                                                                                                                                                                                                                                      | Portfolio                               |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
|                                                     | <p>During June the playground renewals report went to Policy and Project Advisory Board and Cabinet.</p> <p>Five renewal projects have been agreed, two in 2026/27:</p> <ul style="list-style-type: none"> <li>• Keith Lucas Road</li> <li>• Sunnybank Road &amp; Dart Road*</li> </ul> <p>Three in 2027/28:</p> <ul style="list-style-type: none"> <li>• Aspen Grove</li> <li>• Montgomery Road</li> <li>• Cumbria Court</li> </ul> <p>*Although Sunnybank Road and Dart Road are two sperate playgrounds, due to their proximity they will be look at as one renewal project.</p> |                                                             |                                                     | None                                                                                 | <ul style="list-style-type: none"> <li>• Work to start on the 2026/27 playground renewals.</li> <li>• Commence the community engagement to inform for the design brief for Keith Lucas Road &amp; Sunnybank/Dart Road.</li> <li>• Engage with Procurement Team to ensure that procurement support is in place for upcoming tenders.</li> </ul> | Pride in Place / Neighbourhood Services |
| Output measures                                                                                                                      | D, I, A & Q                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Baseline                                                    | Target                                              | Q1 position                                                                          | Comment                                                                                                                                                                                                                                                                                                                                        |                                         |
| OP1 - Number of playground improvements carried out (refurbishment/renew).                                                           | D, Q                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | N/A                                                         | 2 projects in 2026/27<br>3 projects in 2027/28      |  | Five playground renewal projects agreed, covering six playgrounds.                                                                                                                                                                                                                                                                             |                                         |
| OP2 - Number of local residents/families engaged in playground projects. (number of residents completing playground renewal surveys) | D, Q                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Water Lane – 45 responses (2024)<br>Cove Green – 234 (2023) | N/A as dependent on size and location of playground | N/A                                                                                  | Waiting for playground renewal projects to be carried out                                                                                                                                                                                                                                                                                      |                                         |

## The Future and Financial Sustainability

### Achieve financial sustainability through delivery of the Financial Recovery Plan.

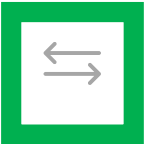
| Status this quarter                                                                                                                                                                                           | Significant highlights this quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |          | Significant issues this quarter            | Coming up in next quarter                                                                                                                                                                                    | Portfolio                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                              | <ul style="list-style-type: none"> <li>Closure of 2025/26 Outturn position.</li> <li>Publishing of Statement of Accounts 2025/26.</li> <li>Launch of No PO, no pay process on 1<sup>st</sup> April 2026.</li> <li>New Asset Management Strategy agreed in March 2026. The procurement of the revised Strategic Asset Management and property advisory contract has been completed and contracts signed. The Asset Management Oversight Group will hold its first full meeting on 16<sup>th</sup> July 2026.</li> </ul> |             |          | Delays to achievement of capital receipts. | <ul style="list-style-type: none"> <li>Budget Management reporting.</li> <li>Capital receipt achievement.</li> <li>Meads Option Appraisal</li> <li>First Quarterly reporting under agreed KPI set</li> </ul> | Finance & Resources (Economy, Skills & Regeneration – asset management)                                                                                                                                                                          |
| Output measures                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | D, I, A & Q | Baseline | Target                                     | Q1 position                                                                                                                                                                                                  | Comment                                                                                                                                                                                                                                          |
| OP1 - Outputs are carried out - Balanced General Fund Budget                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | D, A        | N/A      | February Council                           |                                                                                                                           | February Council approved the 2026/27 General Fund budget and MTFS, which was balanced with a significant draw on reserves. Work not started on 2027/28 Budget.                                                                                  |
| OP2 - Outputs are carried out - Budget Reviews (mid-year MTFS update)                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | D, A        | N/A      | October Council                            |                                                                                                                           | The 2025/26 draft outturn is underway, with reporting due to Cabinet in August. This report will include an MTFS update to reflect the impact of the outturn position. A further mid-year MTFS will be brought forward to cabinet in the autumn. |
| OP3 - Outputs are carried out - Regular Budget Management Reports<br>Budget reports and regular updates are carried out on time, accurately and deliver clear, actionable information to members and officers |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | D, Q        | N/A      | At least quarterly                         |                                                                                                                         | The first quarter budget management report is underway with reporting due in August alongside the Outturn and MTFS update. Reflecting on the 2025/26 Outturn, accuracy remains a challenge.                                                      |
| OP4 - Outputs are carried out - Service Reviews                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | D, Q        | N/A      | As per budget report approvals (to follow) | N/A                                                                                                                                                                                                          |                                                                                                                                                                                                                                                  |

|                                                              |      |     |                              |                                                                                     |                                                                                                                     |
|--------------------------------------------------------------|------|-----|------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| OP5 - Outputs are carried out - Commercial property disposal | D, Q | N/A | As per asset management plan |  | Union Yard disposal is scheduled to complete by 31/8/26                                                             |
| OP6 - Outputs are carried out - Long lease extensions        | D, Q | N/A | As per asset management plan |  | Completion of Long Lease extension 6 Invincible Road for £228K                                                      |
| OP7 - Outputs are carried out - Disposal of land             | D, Q | N/A | As per asset management plan |  | Hawley disposal dependent on completion in 5/6 months from exchange expected w/c 13/7 once EPC works are completed. |

## Achieve the best outcome for Rushmoor residents and business from devolution and local government reorganisation

| Status this quarter                                                                                          | Significant highlights this quarter                                                                                                                                                                                        |             |          | Significant issues this quarter                | Coming up in next quarter                                                                                                                                     |                                                                                                                     | Portfolio |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------|
|                             | <ul style="list-style-type: none"><li>• Implementation Team established</li><li>• Programme mobilisation underway</li><li>• Proposed interim warding arrangements</li><li>• Agreed appointees to Joint Committee</li></ul> |             |          | Judicial Reviews by some Hampshire authorities | <ul style="list-style-type: none"><li>• Programme mobilisation completed</li><li>• Programme activity begins</li><li>• Joint Committees established</li></ul> |                                                                                                                     | Leader    |
| Output measures                                                                                              |                                                                                                                                                                                                                            | D, I, A & Q | Baseline | Target                                         | Q1 position                                                                                                                                                   | Comment                                                                                                             |           |
| OP1 - Elections are held for the new unitary authority in May 2027                                           |                                                                                                                                                                                                                            | I, A        | N/A      | May 2027                                       |                                                                            | On track                                                                                                            |           |
| OP2 - Implementation plans for the new unitary authority include specific local representation on key issues |                                                                                                                                                                                                                            | I, A        | N/A      | April 2028                                     |                                                                          | Implementation Plan to be considered by Future Unitary Boards and North Hampshire Joint Committee prior to approval |           |
| OP3 - Local government reorganisation communications plan                                                    |                                                                                                                                                                                                                            | D, A        | N/A      | April 2028                                     |                                                                          | Established Hampshire wide communications group                                                                     |           |

## Become a greener and more sustainable borough

| Status this quarter                                                               | Significant highlights this quarter                                                                                                                                                                                                      |                          |                                      | Significant issues this quarter                                                       | Coming up in next quarter                                                                                                                                                                                                                                      | Portfolio                          |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
|  | Climate Change Impact Assessment training held for officers. Date confirmed for the Eco Festival to be held at the West End Centre in Aldershot on Sept 13 <sup>th</sup> 2026. Engagement has started on informing greenspace resources. |                          |                                      | None                                                                                  | Next Rushmoor Climate Community Forum to be held.<br>Launch of Climate Change Impact Assessments                                                                                                                                                               | Healthy Communities & Active Lives |
| Output measures                                                                   | D, I, A & Q                                                                                                                                                                                                                              | Baseline                 | Target                               | Q1 position                                                                           | Comment                                                                                                                                                                                                                                                        |                                    |
| OP1 - Publish an annual report                                                    | D, A                                                                                                                                                                                                                                     | N/A                      | By March 2027                        |    | Drafting on the Annual Report has begun. This is due to go to Cabinet in September.                                                                                                                                                                            |                                    |
| OP2 - Quarterly Rushmoor Climate Community meetings held.                         | D, Q                                                                                                                                                                                                                                     | 3 held by end of 2025/26 | 4 - one each quarter                 |    | The Next Rushmoor Climate Community Meeting is due to meet on the 23rd July.                                                                                                                                                                                   |                                    |
| OP3 - Monthly Rushmoor Climate Community updates.                                 | D, Q                                                                                                                                                                                                                                     | Started in June 2025     | Monthly                              |    | Monthly Rushmoor Climate Community Updates have been sent out every month. This now includes a dedicated section to relevant Health & Wellbeing activity.                                                                                                      |                                    |
| OP4 - Number of Youth Climate Ambassador Forum held                               | D, Q                                                                                                                                                                                                                                     | N/A                      | 7                                    |    | A total of three Youth Climate Ambassador sessions have been held since April, these will continue into the new academic year.                                                                                                                                 |                                    |
| OP5 - Eco festival held in 2026                                                   | D, A                                                                                                                                                                                                                                     | September 2025           | By September 2026                    |  | The Eco Festival is due to be held on Sunday 13th September 2026 at the West End Centre in Aldershot.                                                                                                                                                          |                                    |
| OP6 - Number Climate Change Impact Assessments (CCIA) carried out                 | D, Q                                                                                                                                                                                                                                     | N/A                      | All CCIA carried out where necessary |  | The Climate Change Impact Assessments have been developed and Training has been underway since May-June. An additional session is due to be held in July. Climate Change Impact Assessments will need to be considered for Cabinet reporting from August 2026. |                                    |
| OP8 - Climate Debate held                                                         | D, A                                                                                                                                                                                                                                     | March 2026               | By March 2027                        |  | No update this quarter.                                                                                                                                                                                                                                        |                                    |



Put in place ways to monitor and review regularly the progress of this Delivery Plan, so that we are publicly accountable to residents, acting where needed to bring it back on track

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| Status this quarter                                                               | Significant highlights this quarter                                                                                                                                                                                                                                                        | Significant issues this quarter | Coming up in next quarter                                                                                                                                                                                                       | Portfolio                                                                           |                                                  |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------|
|  | <ul style="list-style-type: none"><li>Performance Management Framework and Data Quality Policy have been refreshed.</li><li>The indicators and measures in the Council's Performance Data report have been reviewed and refreshed.</li><li>Draft dashboards are being developed.</li></ul> | None                            | <ul style="list-style-type: none"><li>Refreshed Performance Management Framework and Data Quality Policy to be agreed at Cabinet in August, alongside the Q1 monitoring.</li><li>Work to refine the draft dashboards.</li></ul> | Leader                                                                              |                                                  |
| Output measures                                                                   | D, I, A & Q                                                                                                                                                                                                                                                                                | Baseline                        | Target                                                                                                                                                                                                                          | Q1 position                                                                         | Comment                                          |
| OP1 - Quarterly monitoring produced 4 times a year                                | D, Q                                                                                                                                                                                                                                                                                       | Produced each quarter           | Produce each quarter                                                                                                                                                                                                            |  | Q1 monitoring completed and published on time    |
| OP2 - Draft performance dashboards                                                | D, A                                                                                                                                                                                                                                                                                       | N/A                             | By October 2026                                                                                                                                                                                                                 |  | Draft dashboards are currently under development |
| OP3 - Delivery Plan performance reviewed at OSC                                   | D Q                                                                                                                                                                                                                                                                                        | So far not happened             | By March 2027                                                                                                                                                                                                                   |  |                                                  |

Support staff and councillors through structural changes and local government reorganisation - setting teams up for success in the new unitary councils.

| Status this quarter                                                                 | Significant highlights this quarter                                                                                                                                                                                                                                                                                                    | Significant issues this quarter | Coming up in next quarter                                                                                                                                                                                                                                                                                                                                                              | Portfolio           |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|  | <ul style="list-style-type: none"> <li>The <b>Your Skills, Your Future</b> programme was formally launched, introducing staff to the purpose and benefits of structured career conversations as part of our wider LGR workforce transition support. Staff have been invited to register their interest, with communications</li> </ul> | None                            | <ul style="list-style-type: none"> <li><b>Your Skills, Your Future:</b> Participants who have expressed interest will be matched with leaders from the conversation partner pool, enabling the first round of structured career conversations to commence.</li> <li><b>Increased LGR Workforce Support Activity:</b> As we move toward the Shadow Council phase, the People</li> </ul> | Finance & Resources |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <p>circulated across internal channels to maximise reach.</p> <ul style="list-style-type: none"> <li>• <b>Staff Connect</b> took place in April over four sessions, providing updates on LGR progress and creating a safe space for questions. These sessions helped build confidence and transparency ahead of organisational change.</li> <li>• <b>Engagement in LGR Networks:</b> Members of the People Team have actively participated in LGR networks within Hampshire and through the Local Government Association (LGA). These sessions have enabled the sharing of best practice, insights from other councils, and early identification of workforce-related challenges and opportunities.</li> <li>• <b>Health and Wellbeing Actions:</b> Progress has focused on strengthening management capability, improving workload prioritisation, and enhancing communication and wellbeing support. Key actions included a Manager Forum session to explore system pressures and prioritisation challenges, the delivery of a Staff Connect session, improving leadership visibility and engagement during LGR, and a Mental Health Awareness Week campaign.</li> </ul> |  | <p>Team will expand support activity, including enhanced guidance, communications, and staff engagement.</p> <ul style="list-style-type: none"> <li>• <b>Further Staff Engagement Sessions:</b> Additional Staff Connect sessions may be scheduled to maintain transparency, provide updates, and support staff through the transition period. This will be considered alongside any Staff Live sessions and wider communication activity.</li> <li>• <b>Ongoing Collaboration with LGR Networks:</b> Continued participation in Hampshire and LGA networks to ensure alignment with best practice and to support consistent workforce planning across the region.</li> <li>• <b>Health and Wellbeing Actions:</b> Focus will include strengthening resilience and morale through initiatives such as a Staff Thank You event. Work will also commence on the design of manager recruitment and selection training, supporting longer-term management development and improved EDI outcomes.</li> </ul> |  |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

| Output measures                                                     | D, I, A & Q | Baseline         | Target                        | Q1 position                                                                           | Comment                                                                                                                                 |
|---------------------------------------------------------------------|-------------|------------------|-------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| OP1 - Number of Staff Connect sessions held                         | D, A        | Three in 2025/26 | Three in 2025/26              |  | First Staff Connect of 2026/27 held over 4 sessions in April, providing updates on LGR progress and creating a safe space for questions |
| OP2 - Number of wellbeing actions implemented and tracked from 2025 | D, Q        | Four in 2026/27  | Remaining three by Q3 2027/28 |  | 7 core Actions identified following on from the 2025 Health and Wellbeing Survey. Good progress made against 4 actions                  |



# Rushmoor Borough Council Performance Data

Quarter 1 – 2026/27

April – June

|                                         | <b>PAGE</b> |
|-----------------------------------------|-------------|
| Leader                                  | 3           |
| Economy, Skills & Regeneration          | 5           |
| Housing & Planning                      | 7           |
| Healthy Communities & Active Lives      | 8           |
| Pride in Place / Neighbourhood Services | 9           |
| Finance & Resources                     | 12          |

## 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                                          |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
|  |  |

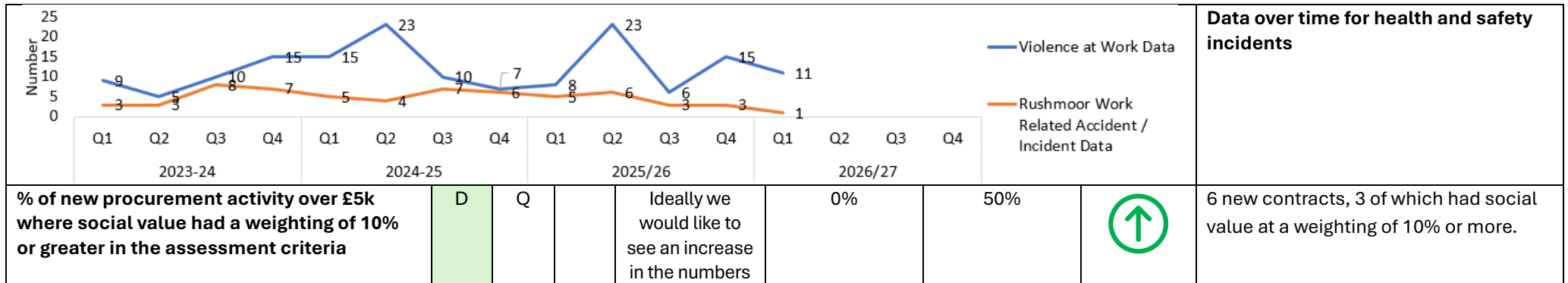
### Direction of Travel (DoT)

| 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                               |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|  |  |  |  |  |

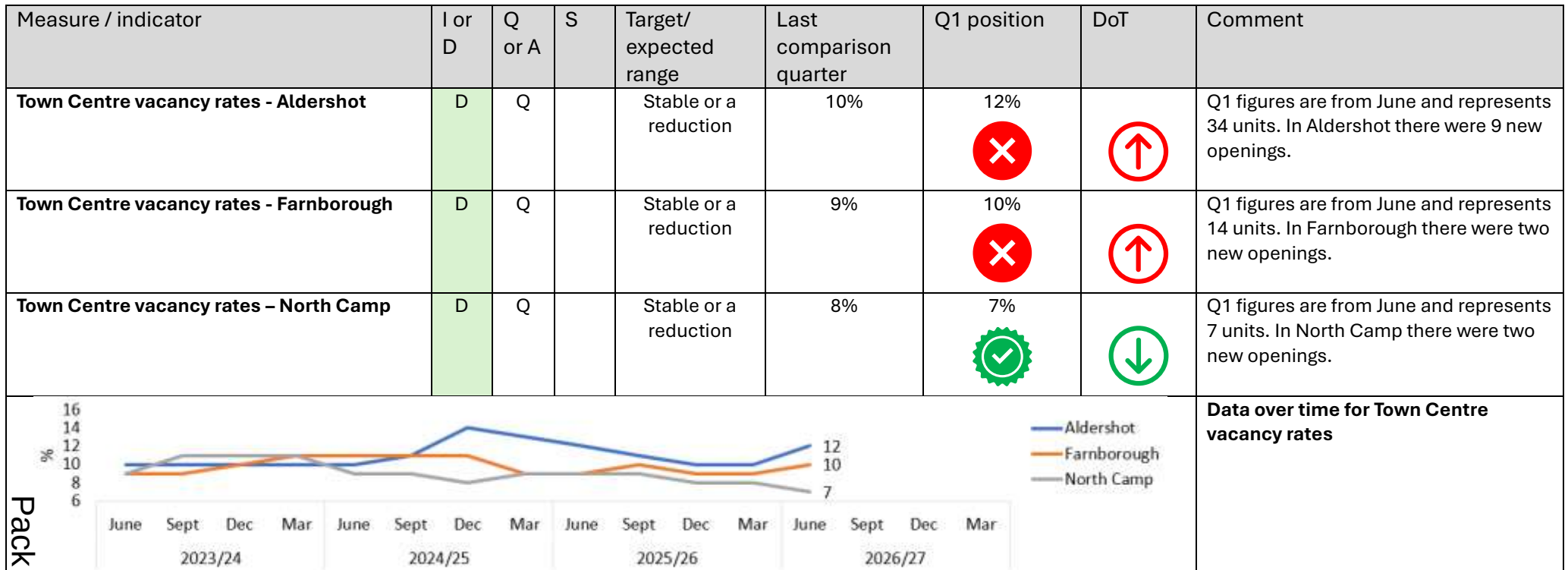
## Leader

| Measure / indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    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comparison quarter                     | Q1 position | DoT | Comment                                                                                                                                                      |
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| <b>Satisfaction with the way the Council runs things</b> (% very and fairly satisfied)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 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2025<br>Online –33.8%<br>Face to face – 54% | See comment | N/A | The resident’s surveys is being carried out in Q2 and the results will be report in the Q2 report.                                                           |
| <b>% of residents that think the Council acts on their concerns</b> (% that thought a great deal and a fair amount)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    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2025<br>Online –34.6%<br>Face to face – 51% | See comment | N/A | The resident’s surveys is being carried out in Q2 and the results will be report in the Q2 report.                                                           |
| <b>Corporate Complaints</b> – % of upheld and partiality upheld complaints closed in the quarter <b>CHANGED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        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                              | 41%         | N/A | 17 complaints closed this quarter<br>3 upheld<br>4 partiality upheld<br>Learning included better recording of actions, reconfirming procedure and processes. |
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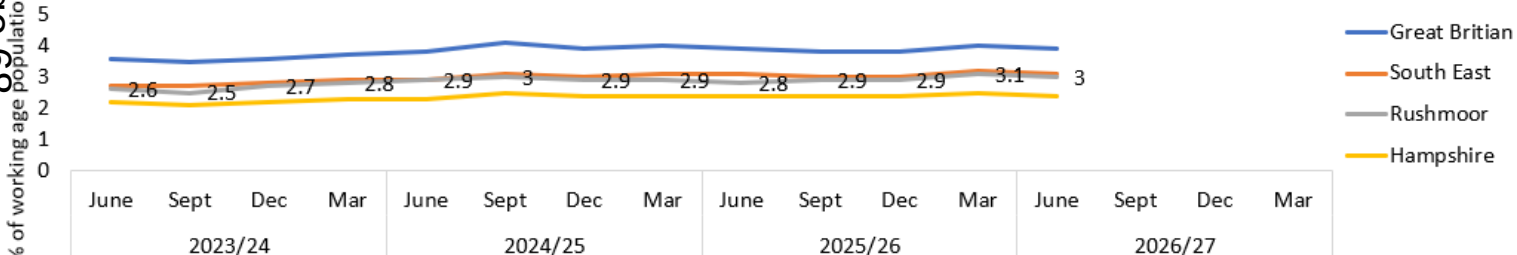
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| Number of email news subscribers <b>NEW</b>                      | D | Q |   | Increase                                                | 6,788              | 6,766 |  |    | The number of email news subscribers fluctuates, with new subscribers and people unsubscribing regularly. Over time, there is still a net increase in subscribers. We will monitor this and plan in another email news take-up campaign. Over the last quarter, we have issued 14 email newsletters, with highlights including the build-up to the National Armed Forces Day Event and the election results sent to subscribers overnight. |
| Website feedback score                                           | D | Q |   | Above 3.25 (Baseline score for 2023)                    | 3.69               | 3.07  |  |    | Lots of positive feedback about Armed Forces Day, but some negative feedback about booking tickets online. Improvements made at the time to include the help number for issues. Also, positive feedback at beginning of May for the elections.                                                                                                                                                                                             |
| % of transactions through digital services versus other channels | D | Q | S | 70-80%                                                  | 79% (Q1 last year) | 79%   |  |    | Continued strong figures for Q1. Garden Waste renewals 89% online.                                                                                                                                                                                                                                                                                                                                                                         |
| Number of accidents at work                                      | D | Q |   | Ideally we would like to see a reduction in the numbers | 3                  | 1     |                                                                                     |   | One incident reported during Q1, a motor vehicle incident where commercial vehicle hired and driven by RBC staff member impacted the ceiling of a car park. Reported to insurers, no injury                                                                                                                                                                                                                                                |
| Violence at work                                                 | D | Q |   | Ideally we would like to see a reduction in the numbers | 15                 | 11    |                                                                                     |  | Multiple reports/concerns raised via multi-agency meetings with Police, including warning of access to weapons and threats/attacks on Police Officers.                                                                                                                                                                                                                                                                                     |



## Economy, Skills & Regeneration





|                                                                                                                        |   |   |  |                       |                    |                                                                                            |                                                                                     |                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------|---|---|--|-----------------------|--------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Unemployment</b> - Claimant Count % of the working age population                                                   | I | Q |  | Stable or a reduction | 3.1%<br>March 2026 | 3.0%<br>June 2026                                                                          |  | June 2026 – 3.0% (2,095 people)                                                                                                                                                                                                                                                                      |
|                                      |   |   |  |                       |                    |                                                                                            |                                                                                     | <b>Data over time for unemployment rates</b>                                                                                                                                                                                                                                                         |
| <b>All Statutory property remedials on Council owned properties, delt with in the recommended timescale</b> <b>NEW</b> | D | Q |  | 90% - 100%            | N/A                | 49%<br> | N/A                                                                                 | There has been a big influx of remedial works following all the legionella and fire risk assessments being carried out over the last three months. All remedial POs have been sent to contractors where necessary. Contractors are being chased regularly to complete the works as soon as possible. |
| <b>Property compliance completed on time</b> <b>NEW</b>                                                                | D | Q |  | 90% - 100%            | N/A                | 85%<br> | N/A                                                                                 | All property compliance has been organised. However, this is a very busy time of the year with all legionella and fire risk assessments being completed. These then have remedials works to complete, which affect the overall compliance figures while they are outstanding.                        |

## Housing & Planning

| Measure / indicator                                                                                                                     | I or D | Q or A | S | Target/ expected range                                                | Last comparison quarter                               | Q1 position                                                                             | DoT                                                                                   | Comment                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---|-----------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Homelessness duty owed, % housed for 6 months at the end of 56 days – currently two quarters behind</b>                              | D      | Q      |   | A figure above SE average                                             | Q2<br>Rushmoor 75%<br>South East 53%<br>England 55.3% | Q3<br>Rushmoor 83.5%<br>South East 57%<br>England 55.1%                                 |    | <br><br>Q4 and Q1 data currently unavailable.<br>Q3 data is above the average for the South East and England.<br><br>Rushmoor Q4 is expected to be 84.4% |
| <b>Rate of households with children in temporary accommodation per 1,000 households in the area - currently two quarters behind NEW</b> | D      | Q      |   | A figure below SE average                                             | Q2<br>Rushmoor N/A<br>South East 2.6<br>England 3.7   | Q3<br>Rushmoor 0.9<br>South East 2.5<br>England 3.7                                     |    | N/A<br><br>Q4 and Q1 data currently unavailable.<br>Q3 data is below the average for the South East and England.<br><br>Rushmoor Q4 is expected to be 1.2                                                                                   |
| <b>Rough sleepers</b> – number reported throughout the quarter                                                                          | D      | Q      |   | TBC                                                                   | 17                                                    | 12                                                                                      |    | 3 placed in B&B during Hot weather SWEP, 1 secured supported accommodation, 2 secured private rented                                                                                                                                        |
|  <p><b>Data over time for Rough Sleepers</b></p>     |        |        |   |                                                                       |                                                       |                                                                                         |                                                                                       |                                                                                                                                                                                                                                             |
| <b>Number of private sector housing improvement notices issued by the Council</b>                                                       | D      | Q      |   | For information                                                       | 2                                                     | 1                                                                                       | N/A                                                                                   | 1 Prohibition Order in Q1                                                                                                                                                                                                                   |
| <b>Gross affordable housing completions</b>                                                                                             | D      | Q      |   | 450 completions over any three-year period (Average 37.5 per quarter) | 25                                                    | 8  |  | Union Yard handover moved from Q1 to Q2. Still expect to meet the target, by the end of the year.                                                                                                                                           |

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## Healthy Communities & Active Lives

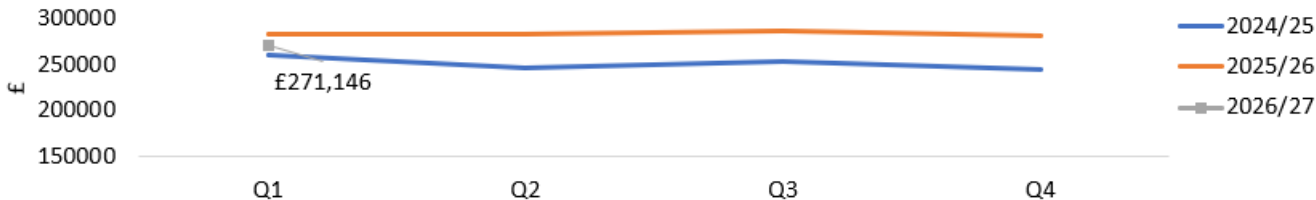
| Measure / indicator                                                                                               | I or D | Q or A | S | Target/ expected range            | Last comparison quarter                   | Q1 position | DoT | Comment                                                                                            |
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| % of residents that felt they very strongly or fairly strongly belonged to their local area                       | D      | A      |   | Community Life Survey 2024/25 62% | 2025 Face to face – 78%<br>Online – 49.3% | See comment | N/A | The resident’s surveys is being carried out in Q2 and the results will be report in the Q2 report. |
| % of residents that think people from different backgrounds get on well together<br>- % definitely and tend agree | D      | A      |   | Community Life Survey 2024/25 81% | 2025 Face to face – 78%<br>Online – 45.4% | See comment | N/A | The resident’s surveys is being carried out in Q2 and the results will be report in the Q2 report. |
| % of residents satisfied with health and wellbeing activities - <b>NEW</b>                                        | D      | A      |   | TBC                               | New question                              |             |     |                                                                                                    |

|                                                                                                                                                                                                                                                                                                  |   |   |   |                      |                         |         |                                                                                     |                                                                               |
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| <b>Princes Hall - Professional Show Profit</b>                                                                                                                                                                                                                                                   | D | Q | S | TBC                  | £59,227<br>Q1 last year | £47,119 |  | Fewer shows than last year in Q1.<br>Average profit per show up on last year. |
| <p style="text-align: center;"><b>Professional Show Profit</b></p>  <p>£80,000<br/>£60,000<br/>£40,000<br/>£20,000<br/>£0</p> <p>Q1 Q2 Q3 Q4</p> <p>— 2024/25<br/>— 2025/26<br/>— 2026/27</p> <p>■ £47,119</p> |   |   |   |                      |                         |         |                                                                                     | <b>Data over time for professional show profit.</b>                           |
| <b>Carbon footprint – Annual data</b>                                                                                                                                                                                                                                                            | D | A |   | Decrease in<br>tCO2e | 1596.49<br>2022/23      | N/A     | N/A                                                                                 | No update                                                                     |
| <b>% Publication of notice of principal committee agendas 5 clear working days before the meeting NEW</b>                                                                                                                                                                                        | D | Q |   | 100%                 | New                     | 100%    | N/A                                                                                 | 100% of agendas published on the council's website within time.               |

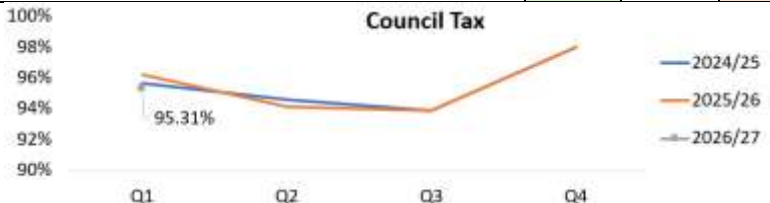
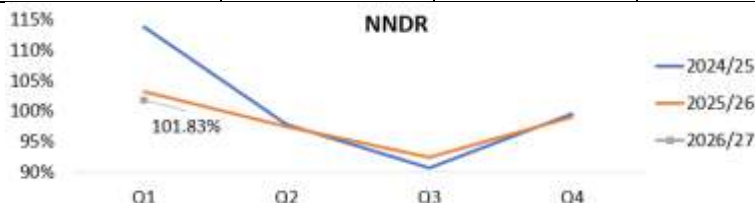
## Pride in Place / Neighbourhood Services

| Measure / indicator                                               | I or D | Q or A | S | Target/ expected range     | Last comparison quarter | Q1 position                                                                                    | DoT                                                                                   | Comment                                                                                                                                                                                                    |
|-------------------------------------------------------------------|--------|--------|---|----------------------------|-------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cleanliness indicator – litter - Reported 3 times a year</b>   | D      | Q      |   | KPI below 4% for litter    | 1                       | See comment                                                                                    | N/A                                                                                   | Tranche 1 report due in in August                                                                                                                                                                          |
| <b>Cleanliness indicator – detritus - Reported 3 times a year</b> | D      | Q      |   | KPI Below 10% for detritus | 4                       | See comment                                                                                    | N/A                                                                                   | Tranche 1 report due in in August                                                                                                                                                                          |
| <b>Fly-tipping instances</b>                                      | D      | Q      |   | Reduction in numbers       | 210                     | 217<br>   |  | Slight increase in reported fly tips this quarter                                                                                                                                                          |
| <b>Recycling rate - One quarter behind</b>                        | D      | Q      | S | Above 43%                  | 40.9%<br>Q4 last year   | 40.0%<br> |  | Q4 percentage lower than expected. However, the recycling data is seasonal and Q4 is the lowest quarter of the year and expect to reach the target next quarter (Q1), which is currently estimated at 43%. |

|                                                                                                     |   |   |   |                                                         |                             |                             |                                                                                                                                                                             |                                                                                                                                                                                                                        |
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|                   |   |   |   |                                                         |                             |                             |                                                                                                                                                                             | <b>Data over time for recycling rate</b>                                                                                                                                                                               |
| <b>Residual waste - kg per household - One quarter behind</b>                                       | D | Q | S | 110kg                                                   | 102.4 kg<br>Q4 last year    | 110.19kg                    |       | Q4 figure is just above the target. We expect target to be met next quarter (Q1), which is currently estimated at 104kg.                                                                                               |
|                   |   |   |   |                                                         |                             |                             |                                                                                                                                                                             | <b>Data over time for waste per household</b>                                                                                                                                                                          |
| <b>Number of cremations (funerals)</b>                                                              | D | Q |   | 1,500<br>cremations per<br>year<br>(375 per<br>quarter) | 300<br>(plus 70<br>directs) | 278<br>(plus 74<br>directs) |       | Demand during first quarter lower than forecast for return to refurbished site                                                                                                                                         |
| <b>CS call abandon rate</b>                                                                         | D | Q | S | 8-10%                                                   | 5.8<br>Q1 last year         | 5.6                         |     | Call abandon rate lower than expected range. In the last quarter, the Customer Services have been offered 14,201 calls and answered 13,414 calls. This is a decrease of 2% of offered calls on same quarter last year. |
| <b>Customer satisfaction with Customer Services – score with being 1 poor and 5 being excellent</b> | D | Q |   | 4.3                                                     | 4.7                         | 4.7                         |   | Satisfaction with service remains high.                                                                                                                                                                                |
| <b>Car Parking income</b>                                                                           | D | Q | S | TBC                                                     | £284,282<br>Q1 last year    | £271,146                    |                                                                                        | The drop is due to less tickets purchased, currently there is no identifiable reasons to why.                                                                                                                          |

|                                                                                                                                        |   |   |  |                                                        |       |       |                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                          |
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|                                                      |   |   |  |                                                        |       |       | Data over time for car parking income                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                          |
| Food Safety - % completion of food hygiene inspection cycle in year (%of programmed of food inspections due by quarter end) <b>NEW</b> | D | Q |  | Above 90% each quarter and 100% at the end of the year | 100%  | 103%  |   | Ahead of schedule to assist in the Q2 delivery of essential work at the Airshow 26. Other work in the quarter included: <ul style="list-style-type: none"><li>Vintuna in Aldershot pleaded guilty to food safety offences</li><li>Dealt with major scam calls to local food businesses</li><li>Food withdrawal required by the Food Standards Agency relating to contaminated imported chicken</li></ul> |
| Number of crimes                                                                                                                       | I | Q |  | For information                                        | 1,589 | 1,859 |                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                      |   |   |  |                                                        |       |       | Data over time for crime numbers                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                          |
| Number of antisocial behaviour incidents                                                                                               | I | Q |  | For information                                        | 227   | 302   |                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                    |   |   |  |                                                        |       |       | Data over time for crime numbers                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                          |

# Finance & Resources

| Measure / indicator                                                               | I or D | Q or A | S | Target/ expected range                                                             | Last comparison quarter | Q1 position                                                                                        | DoT                                                                                   | Comment                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------|--------|--------|---|------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Council Tax collection</b>                                                     | D      | Q      | S | In the top 25% of Local authorities in 2026/27                                     | 96.19% Q1 last year     | 95.31%<br>      |    | Collection rate is down as there are 82 properties in Union Yard where CT hasn't been paid for this year because they are due to be sold and payment will be received in full when the property has been sold. On track to reach target. |
| <b>NNDR collection</b>                                                            | D      | Q      | S | In the top 25% of Local authorities in 2026/27                                     | 103.12% Q1 last year    | 101.83%<br>     |    | The collection rate is above 100% due to payments in advance being made in April. On track to reach target.                                                                                                                              |
|  |        |        |   |  |                         |                                                                                                    |                                                                                       | <b>Data over time for collection rates</b>                                                                                                                                                                                               |
| <b>Number of days to process new housing benefit claims</b>                       | D      | Q      |   | In the top quartile compared to other areas                                        | Est 4 days              | Est 4 days<br> |   | This data is obtained from Gov UK, and the data for Q4 2025-26 & Q1 2026-27 is not yet available – our number of days has decreased since Q2 2025/26 we are currently 2nd in the country for processing times.                           |
| <b>% of invoices paid on time (within 30 days)</b>                                | D      | Q      |   | 95% (FSB – Prompt Payment Code)                                                    | 94.36%                  | 74.35%<br>    |  | No PO NO Pay was brought in as of 1 <sup>st</sup> April 26 resulting in a rise of late payments. 250 late invoices in Q1, 44% are Property and Growth invoices and 24% are Operations invoices.                                          |
| <b>% of mandatory training completed in the quarter</b>                           | D      | Q      |   | 95%                                                                                | 94%                     | 95%                                                                                                |                                                                                       | By the end of Q1, 114 mandatory training modules remained                                                                                                                                                                                |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |   |   |                                                                                        |                                                                        |                                                                                     |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|----------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |   |   |                                                                                        |                                                                        |  |                                                                                                                                   | overdue, relating to 42 employees with at least one outstanding requirement. This reflects a continued positive trend from Q4 2025/26, demonstrating sustained improvement in both engagement and overall compliance levels. Achieving the 95% target highlights the effectiveness of ongoing communications and targeted follow-ups. |
| Working days lost due to sickness per FTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | D | Q | S | TBC                                                                                    | 1.2 days<br>(0.64 days<br>minus long<br>term sickness)<br>Q1 last year | 1.76 days<br>(0.96 days<br>minus long<br>term sickness)                             | <br><br>Minus long<br>term<br>sickness<br><br> | Q1 2026/27 saw 105 more working days lost to sickness absence than Q1 2025/26. Both short-term and long-term sickness increased, with the larger rise seen in short-term absence. Gastrointestinal problems were the most common cause of sickness episodes this quarter, compared with cold, cough and flu in Q1 2025/26.            |
| <div><div><div>Working days lost per FTE</div><div><div><div><div>Q1</div><div>Q2</div><div>Q3</div><div>Q4</div></div><div>2023-24</div></div><div><div><div>Q1</div><div>Q2</div><div>Q3</div><div>Q4</div></div><div>2024-25</div></div><div><div><div>Q1</div><div>Q2</div><div>Q3</div><div>Q4</div></div><div>2025/26</div></div><div><div><div>Q1</div><div>Q2</div><div>Q3</div><div>Q4</div></div><div>2025/26</div></div></div><div><div><div>1.87</div><div>1.05</div><div>1.37</div><div>1.07</div><div>1.06</div><div>1.1</div><div>1.31</div><div>1.47</div><div>1.2</div><div>1.83</div><div>1.85</div><div>1.43</div><div>1.76</div></div><div><div>0.52</div><div>0.51</div><div>0.62</div><div>0.8</div><div>0.75</div><div>0.66</div><div>0.99</div><div>0.82</div><div>0.64</div><div>0.57</div><div>0.73</div><div>1.2</div><div>0.96</div></div></div><div><div>Working days lost due to sickness absence</div><div>Working days lost to sickness absence, minus long term sickness</div></div></div></div> |   |   |   |                                                                                        |                                                                        |                                                                                     |                                                                                                                                                                                                                      | <b>Data over time for sickness rate</b>                                                                                                                                                                                                                                                                                               |
| <div>Pack Pa</div> <div>% Freedom of Information requests responded to on time - <span>One month behind</span></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | D | Q |   | 95%<br>Information<br>Commissioner's<br>Office<br>benchmark for<br>good<br>performance | 91.9%                                                                  | 94.7%                                                                               | <br><br>                                   | Target changed from 90% (expected level) to 95% good performance. In Q1 94,7 % of FOI requests were processed and responded to within the 20-working day timeframe. This reflects a 2.8 % increase from the previous                                                                                                                  |



|                                         |   |   |  |     |       |                                                                                              |                                                                                     |                                             |
|-----------------------------------------|---|---|--|-----|-------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------|
|                                         |   |   |  |     |       |                                                                                              |                                                                                     | quarter. There were 189 FoI requests in Q1. |
| IT Service Desk ticket resolution - NEW | D | Q |  | 85% | 89.4% | 92.1%<br> |  | Resolution above target.                    |

## Rushmoor Borough Council - Corporate Risk Register v24.0 15/07/26 (CABINET - PUBLIC)

| 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 | Traget Risk Trend |
|-------------------------------------------------------------------------------------------------------------------------|---------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|-------------------|
| <b>Strategic Risks (ST) - Total 9 (+/-0)</b>                                                                            |               |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                      |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                      |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                    |                   |
| 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.<br>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.<br>Utilising UK Shared Prosperity Fund to assist with public realm improvements in Farnborough town centre.<br>Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.<br>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.<br>Continue to secure support from local stakeholders for projects - including residents, HCC and MP.<br>Engage with utility providers with a view to understanding lead in times for additional capacity.<br>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.<br>In this scenario, the range and quality of services available to residents could be impacted.<br>This could have negative repercussions for health, education, community outcomes and economic outcomes identified in the Council Business Plan/Delivery Plan<br>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.<br>Close partnership working at a senior officer and political level with the Council's public sector partners.<br>Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners.<br>Responses to relevant consultation documents (HCC budget consultations) and undertake further planning activity in light of proposals.<br>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.<br>HCC taking JR against Government decision on LGR. RBC considering their position as interested party. Also monitoring potential JR from Portsmouth CC. | 8                   | High                 | ↔                   | Continued horizon scanning/monitoring of the broader policy context and change of Prime Minister. Current guidance is that LGR/Devo policy remains the same.<br>SCO expected in Autumn 2026 - will set the framework for the new Councils.<br>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.<br>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.<br>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.<br>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.<br>Ongoing analysis of policy and budget announcements.<br>Active engagement and participation in Hampshire and Solent LGR Programme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 8                   | High                 | ↔                   | Continued engagement with Government officials and other partners.<br>Retained capacity on PPAB work plan.<br>Work on local government reorganisation prioritised in 2026/27 to ensure Council represents local interests and needs.<br>Council has a budget available to support LGR activity                                                                                                                                                                                        | 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.<br>Budget was assigned to this for 2025/26 to cover additional costs and expenses.<br>Programme delivery structure developed - for engagement of Officers and Members.<br>Plans being developed to adjust resourcing/structure in order to meet the demands of the programme whilst maintaining the Council's current delivery plans.<br>Regular comms with staff and members.<br>Following announcement of decision on LGR additional funding allocated to new unitary (£900k) - which can be allocated to offset set-up costs and acquire resources needed.<br>Time scheduled during Q2 with Informal Cabinet to review resources available against current delivery plan.                                                                                                                                                                                                     | 6                   | Medium               | ↔                   | Programme delivery structure kept under review as demands change through process.<br>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.<br>Risk mitigation scoring based on elements within Rushmoor control.                                                                                                                                                                                                                                                                                                                                | 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, visits to the Council chamber and facilitating school debates.<br>Joint work on supporting families with Hampshire Children's Services.<br>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.<br>Areas of deprivation have poorer health outcomes and higher demands associated.<br>Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults.<br>Mental Health and wellbeing – lack of funding available at local level<br>ICB restructure and loss of NHS Place team has reduced capacity and support at place level to deliver local intervention programmes.<br>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.<br>Joint working with partners, particularly with the NHS HCC and the PCNs with a range of initiatives and plans in place or being developed.<br>Targeted school Projects to include increased physical activity and reducing obesity in targeted schools.<br>Identified as a priority for the Council.<br>Reintroduction of Health place meeting with key ICB colleagues focusing on deprived areas.<br>Monthly meetings arranged with Public Health Team to review data<br>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 ICB.<br>Targeted projects in service plan to address inactivity and increase physical activity support.<br>Working with Energise me and Public Health to identify additional resource opportunities<br>Rushmoor Together Plan includes latest health data and reflects PCN's/health inequalities priorities. Work in place with PCN's to support exercise referrals for new leisure centre. | 6                 | Medium             | ↔                 |

|                                                                                                                                                                                             |               |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |   |        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |        |   |                                                                                                                                                                                                                                                                                                                                                                                                                            |   |        |   |
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| 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 | Tim Mills     | ST | 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.<br>A decline in the retail sector will also have an impact on business rates income for the Council.<br>Store closures e.g. Wilko, and chains such as Cineworld in financial difficulty, demonstrate the potential further retrenchment of the retail and hospitality sector.<br>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. | 9 | High   | ↔ | Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends.<br>Dedicated resource within EPSH, working with retail sector and other partners to support town centre businesses.<br>Activity in both town centres to maintain/increase footfall e.g. town centre events, environmental enhancements.                                                                                                                                                                                                                       | 6 | Medium | ↔ | Close engagement with and ongoing provision of business support to town centre businesses.<br>Work with Community Safety Team to tackle increased or perceived increase in ASB/ crime in the town centres.<br>Town centre events and additional markets/craft fayres planned.<br>Union Yard completion provides opportunity for new lettings which can draw additional footfall and residential once let will also assist. | 6 | Medium | ↔ |
| Deteriorating economic conditions                                                                                                                                                           | Tim Mills     | ST | 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.<br>Economic uncertainty is likely to depress economic growth.<br>Impact of rising inflation on the cost of living and consumer confidence.<br>Low business confidence impacting on investment decisions inc. business lettings.<br>Changes of this nature have potential implications for the council in terms of increased demand for services and adverse financial impact.<br>There is also a reputational risk if the council is not seen to be adequately responding to economic changes or supporting residents.                                                                                        | 9 | High   | ↔ | Partnership working with other organisations on support for the economy and local businesses.<br>Engagement with businesses and business networks.<br>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.<br>Ensuring that key issues/ events are escalated to SLT at the appropriate time.<br>Close working with business rates team on hardship and growth incentive reliefs to retain businesses and secure investment.                                                                                                                     | 6 | Medium | ↔ | Inclusive 1-1 business advice and support<br>SeedL - training hub<br>Signpost business support via dedicated business support channels.                                                                                                                                                                                                                                                                                    | 6 | Medium | ↔ |
| Demographic change                                                                                                                                                                          | Karen Edwards | ST | 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.<br>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.<br>A strong understanding of the area's demography will also be important as devolution and reorganisation proposals are developed.                                                                                                                                                                                                                                                                                    | 6 | Medium | ↔ | Community engagement work may identify some changes ahead of them being reported in data sets.<br>Review and analyse publicly available datasets, alongside those held by the Council.<br>Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations).<br>Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood.<br>Rushmoor Together Plan approved in July. New indices of deprivation report produced in October 2025 - no changes for Rushmoor. | 4 | Medium | ↔ | Additional community engagement work planned in 2025/26 which might help to identify any key trends.<br>The Belong Network commissioned to deliver further engagement with a view to adopting a new approach to be delivered from November 25                                                                                                                                                                              | 2 | Low    | ↔ |

| Standing Corporate Risks (SC) - Total 13 (+/-) 1 Not suitable for Public Register - Removed, 3 Redacted |               |    |                                                                                                                                                                                                                                                                                                                                                                                                                                |    |      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |    |      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |        |   |
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| 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 | The Council is limited in its ability to fund any regeneration and major projects itself.<br>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.<br>The recent increases in interest rates makes affordability of funding more challenging. In addition, build costs remain high. | 16 | High | ↔ | Secured some external grant funding to assist with bridging funding gaps. 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.<br>There will need to be sufficient headroom created to allow for further borrowing in the absence of external grant funding. | 9  | High | ↔ | Seek additional grant funding to mitigate the risk to the Council.<br>Obtain detailed expert advice and carry out due diligence and detailed feasibility on major projects and capital commitments.<br>Consider joint ventures and other methods of delivery in order to share the risk/reward.<br>Continue to review financial position in order to determine capacity to support regeneration and major capital projects.<br>Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets.<br>Work with members to establish priorities for commitment of available funding against regeneration programme<br>Consider the further prioritisation, slowing and reprofiling of the programme. | 4  | Medium | ↔ |

|                                                                                               |               |    |                                                                                                                                                                                                                                                                                                                                     |    |      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |   |        |   |
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| Financial Sustainability                                                                      | Peter Vickers | SC | 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.                                                                                                                                         | 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. Financial Recovery Plan has been put in place as per October 2024. 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. 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> <p>February 2026 Council approved a new MTFS which required use of reserves in 2027 and looking forward. Annual savings of £1.8m would be required to maintain sustainability long term.</p> <p>LGR has changed timeframes in which financial sustainability must be maintained for Rushmoor.</p> <p>Delivery of capital receipts has reduced level of borrowing to minimise</p> | 9 | High   | ↔ | <p>Outturn and MTFS update due to be reported to Cabinet in August 2026 which will provide an update to reserves position following closure of 2025/26. 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.<br>Lack of deliverable / viable masterplan proposal in current economic context. Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.                                                                | 12 | High | ↔ | <p>Regular Cabinet and Member reporting.</p> <p>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.</p> <p>Strategic Delivery Review of the current masterplan underway to ensure the Council has a viable development proposal. .</p> <p>Exploring the potential to dispose of land interests to Homes England and/or other parties.</p> <p>Leisure Centre phase being progressed primarily utilising Local Regeneration Fund now on Plot D.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 9 | High   | ↓ | <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce RBC exposure - Homes England / One Public Estate</p> <p>Continue to work with interested external parties to determine potentially viable delivery / disposal routes available.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 6 | 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.<br>Feed through of reduced retail rents at lease renewal                                                  | 9  | High | ↔ | <p>Appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in-house skill, knowledge and capacity.</p> <p>Prudent budgeting on Miesds and Property Budget and early securing of key rents allows room for level of deterioration</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 9 | High   | ↔ | <p>28 point plan to ensure transparency, accuracy and put property management ahead of the curve to be funded through £200K reserves subject to 8/7/25 Cabinet</p> <p>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.</p> <p>Utilisation of asset management system to enable more targeted action.</p> <p>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.</p> <p>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.</p> <p>Updating of Asset Management Forecast for MTSF period including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management</p> <p>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.</p> <p>Increased monthly monitoring on Asset Portfolio between Property and Finance</p> | 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 | ↔ | <p>Developmental activities:</p> <ul style="list-style-type: none"> <li>*Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&amp;D needs/CPD identified</li> <li>*eLearning platform for compliance and self-developmental training, with reminders when training due</li> <li>*Bespoke leadership development &amp; leadership development with partners, ongoing internal communications via Staff Live, Viva Engage, People Portal, email, team meetings, 121s</li> <li>*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.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 6 | Medium | ↔ | <p>Review development review process and leadership development in 2026.</p> <p>Increased people engagement initiatives and learning and development conversations and opportunities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 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 | ↔ | <p>Projects incorporated within Service Business Plans as part of the Review of the Climate Change work. Development of Rushmoor Climate Community Group to engage residents in climate and environmental issues. Group is very engaged and well attended.</p> <p>Climate Change Strategy and Action Plan refresh agreed March 2025.</p> <p>Climate change Equality Impact Assessments have been developed. Eco Festival planned for Sept 2026</p> <p>Actions being reviewed in light of devolution plans and the Councils financial position.</p> <p>Climate Impact Assessments being developed for internal use.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 6 | Medium | ↔ | <p>On going Discussions with the portfolio holder on ambitions and plans for delivery</p> <p>Use of £20k to support delivery of CC strategy and action plan agreed by Cabinet. Eco Festival planned for September 26</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 6 | Medium | ↔ |

|                                                                                                                                                                                                             |                 |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |    |        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |   |        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |   |        |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------|---|
| Governance and Decision Making – Not meeting statutory deadlines. Local 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 | ↔ |
| 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. Publicly, 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 SLT. 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. Strategic Delivery Review underway to ensure a deliverable / viable masterplan for the Civic Quarter site.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4 | Medium | ↓ | 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. 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 | ↔ |
| 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4 | Medium | ↓ | Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 4 | Medium | ↑ |
| Staff recruitment & retention during LGR transition                                                                                                                                                         | Belinda Tam     | SC | Staff recruitment & retention during LGR transition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 6  | Medium | ↔ | Reviewing quarterly turnover data, exit interview information, pulse survey results and other relevant KPI's. Staff engagement opportunities with Staff Connect Sessions, Staff Live, Engage Surveys and updates included in the weekly email.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 4 | Medium | ↔ | 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    | ↔ |

|                                                                                                      |               |    |                                                                                                                                                                                                                                                                                                                     |    |      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |   |        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |        |   |
|------------------------------------------------------------------------------------------------------|---------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------|---|
| Escalated Service Risks (ES) - Total 5 (-1) 2 Not suitable for Public Register - Removed, 2 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   | ↔ |
| 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 made on incorrect assumptions. 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. No PO, No pay process in place from 1 April 2026 which now provides additional commitment information for budget management. | 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. Embedding of No PO, No pay process across organisation. | 4 | Medium | ↔ |

# Performance Management Framework – revised June 2026

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## 1. Overview

The Council has a statutory duty under the Local Government Act 1999 to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”

This framework explains how the Council measures, manages and reports performance so that progress is clear, accountable and focused on improvement.

## 2. What is performance management?

Performance management means using good information to make better decisions, improve services and show residents, businesses and councillors how the Council is performing.

It helps the Council understand what is working, what needs to improve and where action is needed.

Performance is reviewed through regular planning and reporting cycles, including the Council Delivery Plan, Service Business Plans and quarterly performance reports.

Effective performance management:

- Shows whether the Council is meeting its goals and providing value for money.
- Supports accountability and improvement.
- Highlights good performance so it can be shared and learned from.
- Identifies issues early so action can be taken.
- Supports political, strategic, operational and front-line decisions.

To work well, plans and activities should have:

- Clear objectives and priorities.
- Named owners and realistic action plans.
- Measures covering resources, activity, outputs and outcomes.
- Timely, accurate and useful reporting.

The Council’s performance management principles are:

- The Council Delivery Plan sets strategic priorities agreed by Cabinet and Council.
- Each priority has agreed actions, outputs, outcomes and measures.
- Service Business Plans set operational priorities and service measures.
- The budget shows the resources available to deliver priorities and services.
- Performance is managed by exception, focusing on areas that are above or below expectations.
- Good performance should be recognised and shared.
- Performance issues should include actions, lessons learned or corrective steps.
- Data will be reported in line with the Council’s Data Quality Policy (annex A).



### 3. The Corporate Planning Process

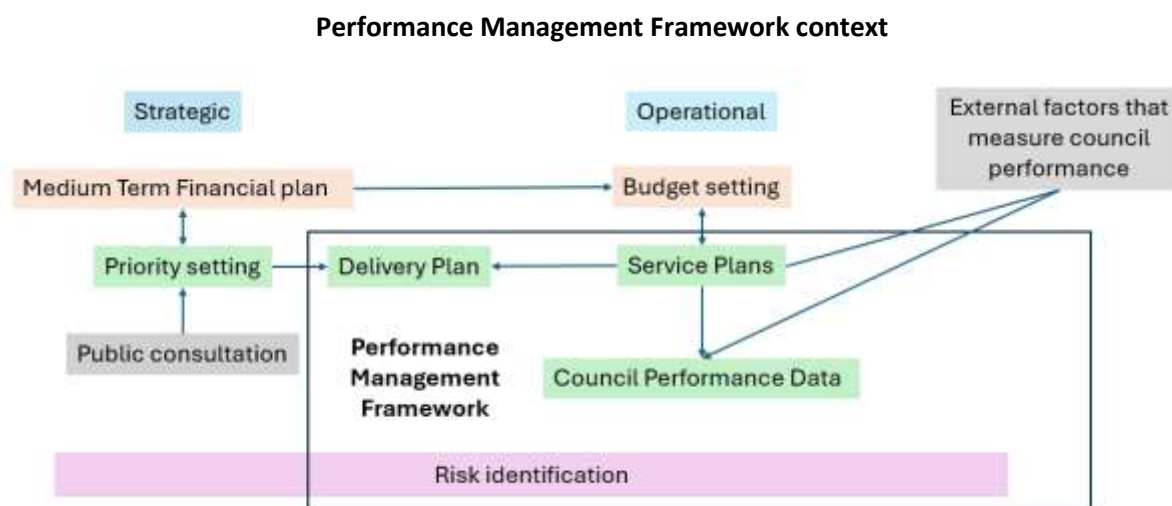
The Council Delivery Plan sets out the activities and projects that will deliver the Council's priorities. It is developed with Portfolio Holders and approved by Cabinet and Council.

Service Business Plans cover day-to-day services and service-specific activity. They are developed with staff and agreed with the relevant Portfolio Holder.

Performance from the Delivery Plan, service activity and key risks is brought together through regular monitoring and reporting.

All plans should include SMART actions: specific, measurable, achievable, realistic and timely. Each action should have a lead officer and clear deliverables.

### 4. Context: Delivery Plan & Council Performance Data



#### Strategic Performance

The Council Delivery Plan sets out the Council's priorities and the main actions that support them. The current priority themes are:

- [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](#)

Progress is tracked through actions, outputs and outcomes. Outputs are usually reported quarterly, while longer-term outcomes are usually reported annually.

Outputs refer to the tangible results or activities, while outcomes are the changes or benefits that occur as a result of due to those results or activities.

The current Delivery Plan runs to March 2028. After this, the North Hampshire Unitary Authority will be responsible for setting the council plan.

## Operational Performance

The Delivery Plan does not cover every service. Key service measures are therefore used to monitor important areas such as sickness absence, council tax collection and recycling rates.

Measures should include both outputs and outcomes where possible.

Operational measures should:

- Show whether a service is performing as expected.
- Reflect the resident experience, financial management, legal compliance or risk.
- Provide early warning where performance is changing.
- Include a target or expected range where appropriate.

The key service measures and indicators are reviewed on a yearly basis.

## Service Performance

Service Managers and Corporate Managers must agree SMART service measures and targets with their senior managers and Portfolio Holder. These measures help track service performance and delivery of the Council's priorities.

Senior managers are responsible for regularly reviewing service performance with Service Managers and Corporate Managers.

The service plans are reviewed on a yearly basis.

## Risk

Risks that may affect delivery are identified through business planning, audit and horizon scanning. Risk identification is ongoing and is managed in line with the Council's Risk Management Policy.

Risk identification is an ongoing process.

## Local Government Outcomes Framework

The Local Outcomes Framework sets out national outcomes and measures for local government. Where relevant, these measures are included in the Council's performance monitoring and data analysis.

As the framework develops, it will support benchmarking against similar areas.

## 5. The performance monitoring process

Performance monitoring depends on clear measures, accurate data and timely reporting. This means each plan or activity should have:

- SMART actions and targets.
- Clear, relevant and meaningful performance measures.
- Named outputs, outcomes and milestones.
- Accurate and reliable data.

Reports should be tailored to the audience so that each group receives the information it needs in a clear and useful format.

### Quarterly monitoring

Quarterly performance reports are provided to SLT and Cabinet and are available to the Overview and Scrutiny Committee. They cover Delivery Plan priorities, outputs, outcomes and key service measures.

The reports to Cabinet are published on the Council's [website](#).

In addition to the quarterly performance report, at the end of the financial year an Annual Report is produced.

### Monitoring Council Delivery Plan

Each quarter, lead officers provide progress updates for Delivery Plan projects and activities. Updates are signed off by the relevant SLT member and discussed with the Portfolio Holder.

Delivery Plan progress is reported using BRAG ratings:

- Green: on course.
- Amber: delivery may be at risk.
- Red: not achieved or partly not achieved.
- Blue: completed.

Outputs are reported quarterly and outcomes annually. Where the Council can influence a measure, it should have a target or expected range.



On track



Not on track



Target met

### Monitoring key service measures/indicators

Each quarter, lead officers update key service measures and add a short comment explaining the position. Updates are signed off by SLT and discussed with the Portfolio Holder.

Measures should have a target or expected range where appropriate. Performance is shown as:



Above target / within expected range (this includes below target where a lower number is positive)



Below target / not within expected range (this includes above target where a higher number is negative)

Reports also show the direction of travel compared with previous quarters.

In 2026/27, the Council will move towards dashboard reporting for key service measures.

The key service measures/indicators are to be reviewed on a yearly basis after the quarter four report publication.

### Annual report

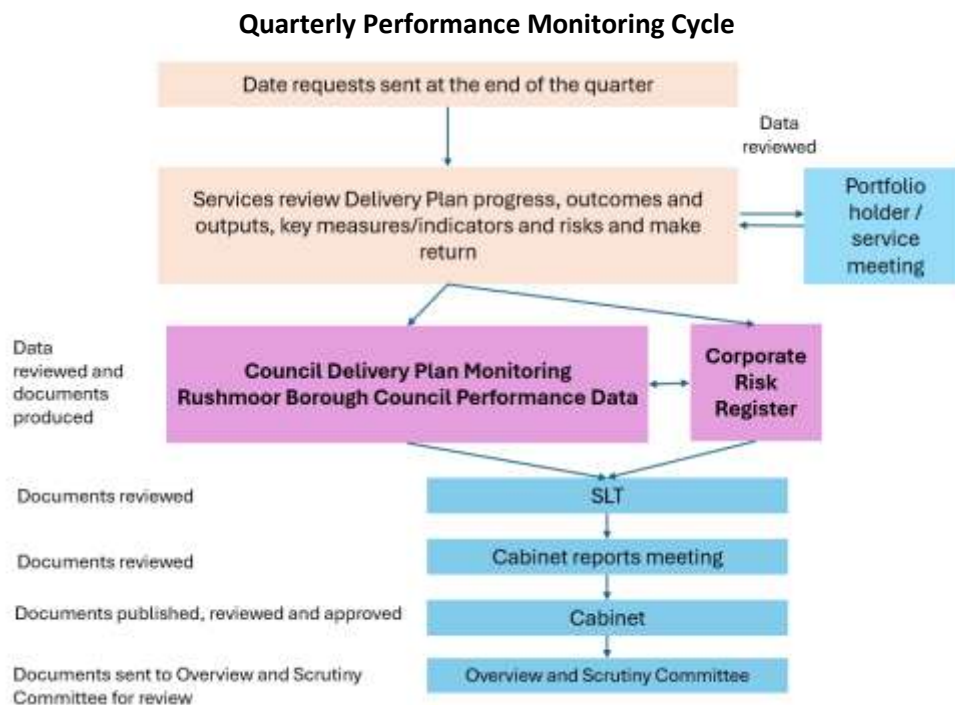
The Annual Report summarises progress on the Delivery Plan and other important work completed during the year.

### Monitoring of the Risk Register

The Corporate Risk Register is included in quarterly performance reports to highlight risks that could affect delivery of the Council Plan or service performance.

### Quarterly Performance Monitoring Cycle

The process of the core quarterly performance cycle is illustrated below:



## 6. Roles and responsibilities in the Performance Management Framework

The main roles in the performance management process are summarised below.

**Leader** – Provides overall political direction and responsibility for Council performance.

**Cabinet** – Accountable for delivering the Council Delivery Plan and using Council resources effectively.

**Portfolio Holders** – Oversee their service areas, approve relevant Service Business Plans and monitor progress.

**Cabinet Champions** – Lead specific priority areas or projects that sit outside existing portfolios.

**Overview and Scrutiny Committee** – Reviews Council performance, examines key issues and holds Cabinet to account.

**Senior Leadership Team (SLT)** – Supports strategy and policy development, oversees major programmes, signs off Service Business Plans and monitors performance.

**Executive Heads of Service, Chief Operating Officer and Corporate Managers** – Manage service performance, ensure staff understand their contribution and address poor performance.

**Service Managers** – Set expectations, use data to monitor performance, support improvement and give feedback to staff.

**Employees** – Deliver agreed objectives, raise concerns that affect performance and take part in reviews and team discussions.

## 7. An overview of the Council's performance monitoring arrangements

| Document                                             | Performance information                                                                                                                                                                 | Timescales                           | Reported to                                  | Responsibility                       | Accountability                        |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------|--------------------------------------|---------------------------------------|
| <b>Delivery Plan</b>                                 | <ul style="list-style-type: none"> <li>Key projects and actions.</li> <li>Output and outcome measures</li> </ul>                                                                        | Quarterly                            | Portfolio Holders / SLT / Cabinet / Scrutiny | Cabinet                              | Council                               |
| <b>Key service measures / performance indicators</b> | Key service indicators and measures                                                                                                                                                     | Quarterly                            | Portfolio Holders / SLT/ Cabinet / Scrutiny  | SLT                                  | Cabinet / Portfolio Holders           |
| <b>Budget monitoring</b>                             | Forecast Expenditure against Approved Budgets                                                                                                                                           | Following the first Quarter: Monthly | Service Managers, Corporate Managers & SLT   | Cabinet                              | Council                               |
|                                                      |                                                                                                                                                                                         | Circa Bi-monthly                     | Cabinet                                      |                                      |                                       |
| <b>Strategic Risk Register</b>                       | Strategic risks                                                                                                                                                                         | Monthly                              | SLT                                          | SLT/ Cabinet                         | Council                               |
|                                                      |                                                                                                                                                                                         | Quarterly                            | SLT / Cabinet / Scrutiny                     |                                      |                                       |
| <b>Service Business Plans</b>                        | <ul style="list-style-type: none"> <li>Key priorities and actions</li> <li>Key performance measures and targets</li> <li>Financial and Risk Management</li> <li>Achievements</li> </ul> | Quarterly                            | SLT / Portfolio Holders                      | Service Managers/ Corporate Managers | SLT                                   |
| <b>Individual Work Plans</b>                         | Individual objectives/targets                                                                                                                                                           | Quarterly                            | Service Managers / Corporate Managers        | Individual staff                     | Corporate Managers / Service Managers |

## Accessibility

All published performance documents must meet the accessibility regulations.

## Future developments

During 2026, the Council will develop simpler, more automated performance dashboards. These will focus on fewer essential measures, be easier for residents to understand and be published on the Council's website.

## Further information

For more information about performance management, contact Sharon Sullivan in the Policy, Strategy and Transformation Team.

## Document control

|                      |                                  |
|----------------------|----------------------------------|
| Title                | Performance Management Framework |
| Topic/Service        | Policy & Performance             |
| Version              | 1.2                              |
| Original date agreed | April 2020                       |
| Last reviewed date   | June 2026                        |
| Next review date     | April 2028                       |
| Approving authority  | Cabinet                          |
| Approval date        | 4 August 2026                    |

# Data Quality Policy

## 1. Introduction

- 1.1 The purpose of this policy is to outline the Council's approach to maintaining and improving data quality across the Council.
- 1.2 The quality of the data used by the Council is important because it:
- Informs and supports decisions about service delivery
  - Measures performance and progress
  - Enables comparisons
  - Forms part of the Council’s annual external assessments.
- 1.3 The Council’s data quality is subject to scrutiny by inspection and audit and needs to be:
- Accurate
  - Valid
  - Reliable and consistent
  - Timely
  - Relevant
  - Complete
  - Held securely and, where appropriate, confidentially

## 2. Responsibility

- 2.1 Overall responsibility for the Council’s data quality rests with the Executive Directors. Data quality is a key element of good performance management and the lead member for data quality is the Leader.
- 2.2 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service managers are accountable for the data produced by their service and they will need to:
- Ensure that data production and quality is incorporated into their service management arrangements.
  - Ensure written procedures of the calculation method are available and used.
  - Ensure the appropriate staff resources to deliver data quality.
  - Carry out checks as part of their service management for the accuracy and validity of the data for their service.



### 3. Training and Support

- 3.1 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers are responsible for ensuring their staff have the necessary skills and training to input and report on data as required by their job roles.
- 3.2 Services requiring advice or assistance on data quality should contact the Service Manager for Policy, Strategy and Transformation.

### 4. Validation

- 4.1 The Senior Leadership Team will review the application of this policy.
- 4.2 Internal Audit will incorporate checks on data quality as part of their Audit of individual services.
- 4.3 The Performance Team will incorporate checks on data quality as part of the quarterly monitoring process.

### 5. Actions

- 5.1 The Service Manager for Policy, Strategy and Transformation to arrange awareness of Data Quality Policy.
- 5.2 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers to ensure procedures for calculation methods are properly documented.
- 5.3 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers to incorporate data quality into service management arrangements and identify training needs.
- 5.4 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers to put in place arrangements to ensure that data is checked appropriately.

#### Document control

|                      |                      |
|----------------------|----------------------|
| Title                | Data Quality Policy  |
| Topic/Service        | Policy & Performance |
| Version              | 1.1                  |
| Original date agreed | July 2008            |
| Last reviewed date   | June 2026            |
| Next review date     | April 2028           |
| Approving authority  | Cabinet              |
| Approval date        | 4 August 2026        |

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

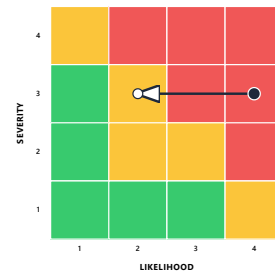
Generated on 15/07/2026

Key: ● Residual → Path ○ Target

## ! Risk Register

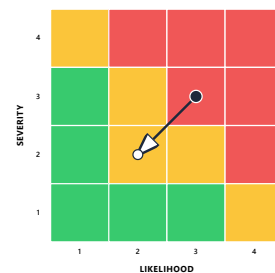
### Securing infrastructure investment

Residual: 12 → Target: 6 Gap: -6



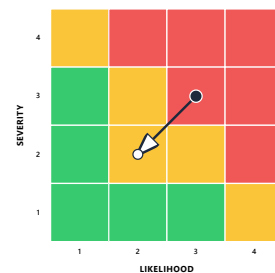
### Insufficient funding to proceed with projects

Residual: 9 → Target: 4 Gap: -5



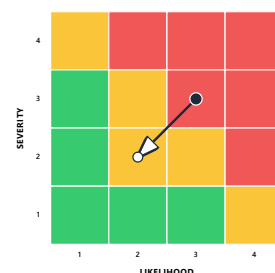
### Financial Sustainability

Residual: 9 → Target: 4 Gap: -5



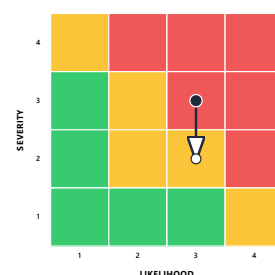
### Rushmoor Development Partnership

Residual: 9 → Target: 4 Gap: -5



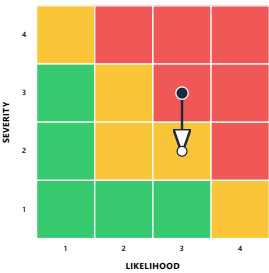
### Civic Quarter, Farnborough - Major Project

Residual: 9 → Target: 6 Gap: -3



Reduced Income from Property Portfolio

Residual: 9 → Target: 6 Gap: -3



**CABINET**  
**4<sup>th</sup> AUGUST 2026**

**COUNCILLOR GAYNOR AUSTIN**  
**FINANCE & RESOURCES PORTFOLIO HOLDER**

**KEY DECISION: NO**

**REPORT NO. PEO2602**

**NEW EMPLOYEE PROBATION POLICY**

**SUMMARY AND RECOMMENDATIONS:**

This report presents the new Probation Policy for consideration and approval by Cabinet.

The Policy provides clear formal expectations, roles and responsibilities and guidelines for the new employee and Line Manager during the 6-month probation period.

**Recommendations:**

That Cabinet

- i. Agree the proposed new Probation Policy (Annex 1).

**1. INTRODUCTION**

- 1.1 This report presents the Council's new Probation Policy for approval.

**2. BACKGROUND**

- 2.1 Line Managers currently follow the Council's Managers' Guide to Probation which sets out the roles and responsibilities of both new employees and Line Managers and guidance for assessing the performance for a new employee during the 6-month probationary period.
- 2.2 It is recommended that the new policy is implemented to strengthen the process for all new employees joining Rushmoor Borough Council. The policy will also provide Line Managers with clear guidance of what is expected in their role during the probation period.

**3. PROBATION POLICY**

- 3.1 The new Probation Policy specifically outlines for the new employee the following:
  - Clear expectations set from day one of employment at Rushmoor Borough Council.

- Formal review meetings to be held during the first 6 months of employment.
- Timely feedback and support to be provided to the new employee.
- Difficult conversations scheduled if required.
- Any performance or behaviour that is not meeting expectations to be addressed at the earliest opportunity.
- Written records maintained for:
  - Objectives and expectations
  - Performance and conduct
  - Any required training and development
  - Monitoring of absence and timekeeping
  - Feedback from employee
  - Confirmation of employment once probation period ends

3.2 The roles and responsibilities for new employees and Line Managers are as follows:

**New employees should:**

- Demonstrate commitment to developing the skills and experience needed for the job and attend any training required.
- Comply with all Council policies and procedures.
- Seek support as required from their line manager, colleagues and where appropriate mentor.
- Attend the induction programme as soon as possible after joining – the People Team will arrange this.
- Attend any probationary/one to one meeting when invited.

**Line Managers should:**

- Ensure the new employee is aware of the Probation Policy and how, when and why their progress will be monitored.
- Provide advice, support and supervision.
- Ensure that the relevant training and guidance is provided.
- Set the new employee objectives soon after joining.
- Identify any areas of concern and discuss and agree with the employee how these will be addressed.
- Meet regularly with the employee to review progress and ensure probation paperwork is completed.

3.3 The new Probation Policy has been discussed with managers and Unison have been provided with the policy for comment.

## **4. IMPLICATIONS**

### **Risks**

- 4.1 The purpose of the implementation of the policy is to provide clear process guidance for new employees and Line Managers regarding the performance expected during the probationary period.

### **Legal Implications**

- 4.2 There are no direct legal implications associated with this report.

*Abi Khan, Deputy Head of Legal Services and Deputy Monitoring Office*  
*abi.khan@rushmoor.gov.uk*

### **Financial Implications**

- 4.3 There are no direct financial implications with the adoption of this policy.

*Peter Vickers CFO s151 15<sup>th</sup> July 2026*

### **Resource Implications**

- 4.4 There are no additional staffing or resource implications from this report.

### **Equalities Impact Implications**

- 4.5 An equality impact screening assessment was undertaken and it was determined that a full Equalities Impact Assessment is not required because the impacts are positive or neutral. that this proposal would have a positive or neutral impact on people with protected characteristics. Therefore, a full assessment is not required.

### **Climate Change Implications**

- 4.6 A Climate Change Screening Tool was undertaken and found no significant Impacts and therefore a full impact assessment was not required.

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## **CONTACT DETAILS:**

**Report Author:** Jenny Villamayor, Principal People Business Partner  
([Jennifer.villamayor@rushmoor.gov.uk](mailto:Jennifer.villamayor@rushmoor.gov.uk))  
Belinda Tam, Corporate Manager – People  
([belinda.tam@rushmoor.gov.uk](mailto:belinda.tam@rushmoor.gov.uk))

**Executive Director:** Karen Edwards, Executive Director  
([karen.edwards@rushmoor.gov.uk](mailto:karen.edwards@rushmoor.gov.uk))

## **LIST OF ANNEXES**

- Annex 1 – Probation Policy
- Annex 2 – Equality Impact Assessment



# **Probation Policy**

**June 2026**



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# Procedure for Probationary Periods for a New Employee

## 1. Introduction

Rushmoor Borough Council (the Council) is committed to ensuring that it makes clear its expectations and provides the support needed for employees to meet the standards of performance, conduct and attendance required during their probation period and beyond. Managers will monitor, assess, and support all new employees to assist them in demonstrating their suitability to undertake the full duties of their new post.

## 2. Purpose and Objectives

2.1 The aim of this policy is to ensure that managers have clear procedures to follow and that they understand their responsibilities in the process, so the Council meets legislative requirements and compliance as well as organisational needs. The Council aims to secure equality of opportunity in all its activities; the probation process must be objective, clear, transparent, and free from discrimination.

2.2 Every **new** employee will have a 'settling in' period in their new role. Probationary periods provide an opportunity for the Council and the employee to establish their suitability for the role.

2.3 The Council will provide advice and guidance to the employee to help them become familiar with and competent in performing the work they have been appointed to do.

## 3. Scope

3.1 This policy applies to all new employees of Rushmoor Borough Council, including those with previous local government service and fixed term contracts.

3.2 In the case of a fixed term employee with a contract shorter than 6 months, the probation period will be adjusted accordingly.

3.3 The formal probationary period will not apply to existing Council employees where they have already completed a probationary period with the Council. However, the employee's performance will be monitored closely during the first 6 months of the new appointment and during this period the employee will be expected to demonstrate their suitability for the post. The manager and employee should have regular one-to-ones and where concerns about the employee's performance are identified, these should be addressed through the Council's Capability Policy & Procedure.

3.4 Probationary periods are set for a specific period of time, and appointments cannot be confirmed prior to the end of the agreed period. Probationary periods can however be terminated earlier, where it is clearly identified during the process that the employee is not suitable and meeting the standards of the role a formal assessment meeting will take place (refer to Section 10).

## 4. Roles and Responsibilities

4.1 The roles and responsibilities of those involved in the probationary process areas follows:

### **New Employees should:**

- Demonstrate commitment to developing the skills and experience needed for the job and attend any training required.
- Comply with all Council policies and procedures.
- Seek support as required from their line manager, colleagues and where appropriate mentor.
- Attend the induction programme as soon as possible after joining – People Team will arrange this.
- Attend any probationary/one to one meeting when invited.

### **Line Managers should:**

- Ensure the new employee is aware of the Probation Policy and how, when and why their progress will be monitored.
- Provide advice, support and supervision.
- Ensure that the relevant training and guidance is provided.
- Set the new employee objectives soon after joining.
- Identify any areas of concern and discuss and agree with the employee how these will be addressed.
- Meet regularly with the employee to review progress and ensure probation paperwork is completed.

**If the line manager has any concerns regarding the employee's performance during the probation period, they should discuss with a member from the People Team at the earliest opportunity.**

## 5. Probation Procedure

5.1 The employee will be informed by their manager about the key responsibilities of their role and that their performance and suitability will be measured by way of regular probationary review meetings. Informal one-to-one meetings should also be arranged on a regular basis during the probation period to ensure the employee is on track and kept informed of their progress.

### Typical Timetable for Formal Review Meetings

| Initial Meeting                       | By then end of week 4                                     |
|---------------------------------------|-----------------------------------------------------------|
| 1 <sup>st</sup> Formal Review Meeting | Week 8                                                    |
| 2 <sup>nd</sup> Formal Review Meeting | Week 12                                                   |
| Final Assessment Meeting              | During final month of probation period<br>(weeks 20 – 24) |

## 6. Initial Meeting

6.1 The line manager should meet with the new employee within the first few weeks to discuss the following:

- Clarify responsibilities and establish any priorities.
- Explain induction process including the completion of mandatory training and attendance of induction sessions.
- Identify any initial training required to allow the employee to carry out their duties.
- Explain the process that will be followed during the probationary period, including regular review meetings.
- Set relevant objectives which should be specific, measurable, realistic, and timely.
- **Complete Probationary Performance Plan Form.**

## 7. 1<sup>st</sup> Formal Review Meeting

7.1 The line manager will be responsible for arranging the 1<sup>st</sup> review meeting to discuss the employee's performance and suitability for the role. The manager should refer to the job description, person specification, and induction progress as part of the meeting.

Probationary review meetings might include discussion around:

- How the employee is settling into the role.
- Any additional support or training required by the employee.

- How does the manager feel the employee is performing in their duties.
- Ensuring attendance and timekeeping are acceptable.
- How the employee is interacting with the team and colleagues – addressing any behavioural issues.
- Review objectives set in the initial meeting.
- Is the nature of the role as expected by the employee.

7.2 The meeting should be a two-way discussion with the manager providing feedback and highlighting any concerns with the employee. The meeting is also an opportunity for the employee to provide feedback and raise any concerns regarding support, training, or anything else they feel relevant.

7.3 The Probationary Review Form (Appendix 2) must be completed by the manager and returned to the People Team. Any actions agreed must be documented in the form.

7.4 If the employees' performance is satisfactory, the manager will confirm this as part of the 1<sup>st</sup> review meeting.

7.5 If the employee's performance is unsatisfactory, the manager will discuss issues of concern during the 1<sup>st</sup> review meeting. The employee will have an opportunity to respond to the matters being raised, and the required improvements will be agreed and any support including training identified. The manager will document the agreed actions in the Probation Review Form and share with the employee (Appendix 2).

7.6 Whilst every opportunity will be given for the employee to improve, they should be informed of the possible outcomes if the required standards are not met which includes employment not being confirmed.

## 8. 2<sup>nd</sup> Formal Review Meeting

8.1 The 2<sup>nd</sup> review meeting will follow the same process as the 1<sup>st</sup> review meeting – refer to Section 7.1 and 7.2.

8.2 The updated Probationary Review Form (Appendix 2) must be completed by the manager and returned to the People Team. Any actions agreed must be documented on the form.

8.3 If the employee's performance is satisfactory, the manager will confirm this as part of the 2<sup>nd</sup> review meeting.

8.4 Where it was identified at the 1<sup>st</sup> review meeting that the employee's performance is not satisfactory and at the 2<sup>nd</sup> review meeting the required improvements have not been made, the employee must be made aware of this. The employee must be given the opportunity to respond to the matters raised, and agreed actions will be documented in the probationary review form (Appendix 2).

8.5 Whilst every opportunity will be given for the employee to improve, they should be informed of the possible outcomes if the required standards are not met which includes employment not being confirmed.

## 9. Final Assessment Meeting

9.1 The final review meeting will follow the same format as the previous meetings (Section 7 & 8). When the employees' performance is on track and the likely outcome of the meeting will be to confirm the appointment, the meeting will go ahead on a one-one basis with the employee and line manager. The manager must email the People Team confirming the probation has been completed and the appointment confirmed. The People Team will then email the employee to confirm their appointment.

9.2 Where an employee's performance is not on track and there are concerns regarding the appointment not being confirmed, a formal review meeting will be held, refer to Section 10.

## 10. Formal Probationary Review Meeting

10.1 Where a new employee has not performed to the required standard during their probationary period (or during any extended probationary period), despite support having been given to improve their performance, it may be necessary to terminate their employment on the grounds of their suitability and ability to do the job. This could occur at the end of the original probationary period or at the end of the extended probationary period.

10.2 A meeting will be arranged with the employee, their line manager, the Head of Service and a member of the People Team. The employee will be advised in writing that a formal meeting is taking place to review their probationary period, and they will be advised of their right to be accompanied at this meeting by a colleague or trade union representative.

10.3 The Head of Service will act as the Hearing Officer at this meeting, and the line manager will be required to explain the issue and outline what action has been taken in order to support the employee and help them improve through the probationary period. They should

also outline any extenuating or mitigating circumstances that the employee may have raised at the review meetings.

10.4 The employee will be invited to give their views about the situation before the Hearing Officer makes a decision about the future employment of the employee. An adjournment is likely to be called while the Hearing Officer considers the issues and makes a decision.

10.5 Following the meeting, the decision of the Hearing Officer will be confirmed in writing. If the decision is to end employment, the employee will be given the right to appeal within 5 working days of the decision. Any appeal should be addressed to the Corporate Manager - People who will arrange for an independent manager to review the matter – the decision of this appeal panel will be final.

## 11. Extension of Probation Period

11.1 In exceptional circumstances where a manager feels that an employee has not fully met all the expectations or requirements of the post, they may find it necessary to extend the probationary period and seek advice from the People Team. If the employee does not meet the required standards during the extended probation period, a formal probation meeting will be held – refer to the Section 10.

11.2 Extensions to probationary periods may be appropriate where an employee has experienced difficulties in meeting the requirements of the role, either because they have not had enough exposure to certain aspects of the role or where they have not performed satisfactorily. A high level of absence may also mean that an employee has not had the opportunity to achieve all that is expected from their role. Any concerns should have been discussed with the employee during their previous and review meetings to allow them reasonable opportunities to improve.

11.3 The purpose of extending a probationary period is to allow further time for the employee to make the necessary improvements in performing in their role to the required standard.

11.4 The employee should be supported in making those improvements and given a specific time scale within which to do so.

11.5 Should a probation period be extended the People Team will arrange for a letter to be sent advising the employee that their probation has been extended and on what grounds.



## Impact assessment (IA) record

[Please refer to the [Governance navigator](#) for further information on IAs]

|                             |                       |
|-----------------------------|-----------------------|
| Data Privacy IA required?   | ( <del>Yes</del> /No) |
| Equalities IA required?     | (Yes/ <del>No</del> ) |
| Climate Change IA required? | (Yes/ <del>No</del> ) |

| Document control information |                  |
|------------------------------|------------------|
| Title                        | Probation Policy |
| Topic/Service                | People Team      |
| Version                      | 1.0              |
| Next review date             | Annually April   |
| Last reviewed by             | People Team      |
| Last reviewed date           | N/A              |
| Approving authority          | Cabinet          |
| Approval date                |                  |

Council Offices,  
Farnborough Road,  
Farnborough,  
Hants, GU14 7JU

[www.rushmoor.gov.uk](http://www.rushmoor.gov.uk)

01252 398 326

*Optional email*

 @rushmoorcouncil

 Rushmoor Borough Council

## Appendix 1

### Probationary Performance Plan

(the Performance Plan should form part of the discussions during the formal review meetings)

|                    |                    |
|--------------------|--------------------|
| <b>Name:</b>       | <b>Job Title:</b>  |
| <b>Department:</b> | <b>Start Date:</b> |

| Performance Objective/Responsibilities | Target/Measures | Required Outcome |
|----------------------------------------|-----------------|------------------|
|                                        |                 |                  |
|                                        |                 |                  |
|                                        |                 |                  |
|                                        |                 |                  |
|                                        |                 |                  |
|                                        |                 |                  |

|                 |
|-----------------|
| <b>Comments</b> |
|-----------------|

|                                |  |             |
|--------------------------------|--|-------------|
| <b>Employees<br/>Signature</b> |  | <b>Date</b> |
| <b>Managers<br/>Signature</b>  |  | <b>Date</b> |

Appendix 2

Probationary Review Form - First/Second Assessment

|                    |                    |
|--------------------|--------------------|
| <b>Name:</b>       | <b>Job Title:</b>  |
| <b>Department:</b> | <b>Start Date:</b> |

**Job Performance:**

**Conduct:**

**Training & Development:**

|                                                                                 |
|---------------------------------------------------------------------------------|
| <b>Number of days absent:</b>                                                   |
| <b>Timekeeping (please circle as appropriate):</b> <b>Good / Unsatisfactory</b> |

|                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Managers Overall Assessment</b><br>Exceeds Expectations:<br>Meets Requirements:<br>Requires training/coaching:<br>Concerns identified: |
|-------------------------------------------------------------------------------------------------------------------------------------------|

|                                                             |
|-------------------------------------------------------------|
| <b>Action Plan:</b><br><br><br><br><br><br><br><br><br><br> |
|-------------------------------------------------------------|

|                                                                   |
|-------------------------------------------------------------------|
| <b>Employee Comments:</b><br><br><br><br><br><br><br><br><br><br> |
|-------------------------------------------------------------------|

|                                |  |             |
|--------------------------------|--|-------------|
| <b>Employees<br/>Signature</b> |  | <b>Date</b> |
| <b>Managers<br/>Signature</b>  |  | <b>Date</b> |

# Equality Impact Assessment: Screening Tool

The **Equality Impact Assessment (EIA) Screening Tool** should be completed for any new proposal, plan or project. 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                           | Probation Policy                         |
| Reference number (if applicable)          |                                          |
| Service Area                              | People Team                              |
| Date screening completed                  | 17 <sup>th</sup> June 2026               |
| Screening author name                     | Jennifer Villamayor                      |
| Policy Team sign off                      | Martin Iyawe (1 <sup>st</sup> July 2026) |
| Authorising Director/Head of Service name |                                          |

## 1. Please provide a summary of the proposal

The aim of the Probation Policy is to ensure that managers have clear procedures to follow and that they understand their responsibilities in the process.

The benefits of the Probation Policy are providing managers and new employees with a clear and transparent process in the first few months of employment relating to a probation period. The major changes to the policy are key formal reviews during the probation period and forms to complete.

The policy impacts new staff and managers who will be managing the probation process.

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

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

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

The policy impacts new staff and managers who will be managing the probation process. The probation policy applies to all new staff across the Council (all service areas).

Difficult to say exactly how many staff will be impacted as it will depend on volume of recruitment each year.

The main impact of the policy will be on managers with responsibilities to ensure the probation policy is followed and forms completed/returned to the People Team. New staff will also have a responsibility to actively partake in the probation process.

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

The wider People Team have been consulted along with SLT. Feedback received was considered and the policy updated. The People Team are waiting for feedback and comments from UNISON regarding the Probation Policy.

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)<br><i>Consider both direct and indirect impacts when completing this table</i>   |
|-----------------|----------------|-----------------|----------|----------------------------------------------------------------------------------------------------------------------------|
|                 | Yes            | N/A             |          | Younger or less experienced employees may be more likely to struggle during probation due to limited workplace experience. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                            |
|-----------------|----------------|-----------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 | Yes            | N/A             |          | The policy allows extension of probation periods where absence has affected performance. This may disproportionately affect disabled employees if absence is related to their condition, unless reasonable adjustments are applied. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                             |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | N/A             |          | The probation policy provides a clear and transparent process for all new staff and is based solely on capability and not protected characteristics. |

## Protected characteristic - Marriage and Civil Partnership

| Positive impact | Neutral impact | Negative impact | Not Sure | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i>                             |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | N/A             |          | The probation policy provides a clear and transparent process for all new staff and is based solely on capability and not protected characteristics. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                 |
|-----------------|----------------|-----------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 | Yes            | N/A             |          | Employees who are pregnant or on maternity-related absence may have reduced opportunity to demonstrate performance within standard probation timescales. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i> |
|-----------------|----------------|-----------------|----------|--------------------------------------------------------------------------------------------------------------------------|
|                 | Yes            | N/A             |          | Assessment of conduct, behaviour and team integration may be subject to unconscious bias if not applied consistently.    |

## Protected characteristic – Religion or belief

(include no faith)

| Positive impact | Neutral impact | Negative impact | Not Sure | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i>                             |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | N/A             |          | The probation policy provides a clear and transparent process for all new staff and is based solely on capability and not protected characteristics. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                             |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | N/A             |          | The probation policy provides a clear and transparent process for all new staff and is based solely on capability and not protected characteristics. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                             |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | N/A             |          | The probation policy provides a clear and transparent process for all new staff and is based solely on capability and not protected characteristics. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                             |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | N/A             |          | The probation policy provides a clear and transparent process for all new staff and is based solely on capability and not 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*.             | No        |
| Negative – Medium or High Impact – must complete a full EIA.                        | No        |
| 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]: | No        |

|                                                                                  |    |
|----------------------------------------------------------------------------------|----|
| Flag for ethics (high risk / will involve engagement with vulnerable residents): | No |
|----------------------------------------------------------------------------------|----|

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](mailto: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****4TH AUGUST 2026****COUNCILLOR KEITH DIBBLE  
HOUSING & PLANNING PORTFOLIO HOLDER  
REPORT NO. OS2620****KEY DECISION: YES****UPDATED CIVIL PENALTIES POLICY FOR HOUSING ENFORCEMENT****SUMMARY AND RECOMMENDATIONS**

This report seeks Cabinet approval for the Council's updated Civil Penalties Policy, which provides the framework for issuing civil penalties for housing related offences under the Housing Act 2004, Housing and Planning Act 2016, and the Renters' Rights Act 2025.

The Renters' Rights Act 2025 has significantly changed the landscape for the private rented sector and introduced specific duties on Local Housing Authorities with respect to enforcement protocols and mandatory reporting of enforcement interventions into central government. The implementation of the Renters' Rights Act requires an update to the Council's Civil Penalties Policy to ensure compliance with the new statutory duties.

The policy sets out how the Council will determine penalty levels, assess aggravating and mitigating factors, issue notices, consider representations, and enforce penalties. The updated policy ensures the Council can lawfully exercise its expanded enforcement powers from 1 May 2026, when the Renters' Rights Act enforcement regime commenced. Statutory guidance requires councils to adopt and publish a civil penalties policy before issuing penalties.

Where penalties for existing offences are issued which are committed prior to 1 May 2026, the civil penalty policy in force when the offence was committed and statutory guidance on civil penalties published by the Ministry of Housing, Communities & Local Government (MHCLG) in April 2018 continue to apply. In practice therefore the Council will need to operate the existing and new civil penalty policies in parallel for a transitional period.

**Cabinet is recommended to:**

- Approve the Civil Penalties Policy attached at Appendix 1.
- Delegate authority to the Executive Head of Operations to make minor amendments to the policy to reflect future legislative or regulatory changes.
- Agree that the policy be published and implemented with immediate effect.
- Approve that the two policies run in parallel for a transitional period.

## **1. INTRODUCTION**

- 1.1** The private rented sector is an essential part of the Council's housing supply, and there is a statutory duty to ensure that homes are safe, managed and compliant with housing legislation. The strengthened enforcement powers introduced by the Renters' Rights Act 2025 came into force on 1 May 2026, and the Council must have an updated Civil Penalties Policy in place to use these powers lawfully.
- 1.2** This report presents the updated Civil Penalties Policy for approval. The policy provides a clear and consistent framework for issuing civil penalties as an alternative to prosecution and ensures the Council can take effective action against noncompliant landlords. Approval is required to protect tenants, support fair standards in the private rented sector and mitigate legal and financial risks to the Council.
- 1.3** This is a key decision because it establishes the Council's formal enforcement framework for the private rented sector, applies Boroughwide and carries financial and strategic implication for the authority.

## **2. BACKGROUND**

- 2.1** Civil penalties were introduced as an alternative to prosecution for certain housing offences to allow councils to take proportionate enforcement action without the cost and delay of court proceedings.
- 2.2** The Renters' Rights Act 2025 significantly expands the range of offences for which civil penalties may be issued, including:
  - unlawful rent increases
  - discrimination against tenants with children or benefits
  - breaches of tenancy information requirements
  - failure to comply with safety standards
  - breaches of the new tenancy structure

To issue civil penalties lawfully, the Council must have a published Civil Penalties Policy that:

- explains how penalties are calculated
  - sets out the decision-making process
  - ensures consistency and fairness
  - complies with statutory guidance
- 2.3** The Council's existing policy predates the Renters' Rights Act 2025 and is no longer sufficient.

The updated policy supports the Council's priorities by:

- improving housing conditions
- protecting vulnerable residents
- supporting fair and lawful private renting
- enabling effective enforcement against rogue landlords
- contributing to safer, healthier neighbourhoods

2.4 The Renters' Rights Act introduces a strengthened enforcement regime. Civil penalties are a central tool within this framework, enabling councils to take swift and proportionate action against noncompliant landlords.

2.5 Local housing authorities are under a duty to enforce the landlord legislation under section 107 of the Renters' Rights Act 2025. This defines taking enforcement action as imposing a financial penalty or instituting proceedings against a person for an offence in their area. Local housing authorities fulfil that duty by acting in accordance with their enforcement policies, which must be developed considering the MHCLG guidance.

A published policy is required to:

- ensure transparency
- support consistent decision-making
- withstand legal challenge
- comply with statutory guidance
- enable the Council to retain income from penalties

2.6 This policy primarily supports the Council's *Homes for All: Quality Living, Affordable Housing* priority through improving standards within the private rented sector and protecting tenants from poor housing conditions. It also contributes to *Community and Wellbeing, Pride in Place* and *The Future and Financial Sustainability* by promoting healthier homes, supporting neighbourhood quality, and enabling effective enforcement activity.

2.7 This report seeks approval for the updated Civil Penalties Policy to ensure the Council can lawfully and effectively enforce housing standards

2.8 This is a key decision due to the Boroughwide impact and financial implications.

### 3. PROPOSAL

3.1 Cabinet approval is sought for the updated Civil Penalties Policy (Appendix 1). The policy provides a clear framework for:

- determining penalty levels
- assessing culpability and harm
- issuing notices of intent and final notices
- considering representations



- enforcing unpaid penalties
- using penalty income to support further enforcement

3.2 The policy implements enforcement powers under:

- Housing Act 2004
- Housing and Planning Act 2016
- Renters' Rights Act 2025
- Smoke and Carbon Monoxide Alarm Regulations
- Electrical Safety Standards Regulations

Statutory guidance requires councils to adopt and publish a civil penalties policy before issuing penalties.

3.3 The main body of the policy which is being recommended to be adopted in this report has been approved by the Association of Chief Environmental Health Officers (ACEHO) and has been sent to all authorities to consider adopting which will bring uniformity between authorities on practices and processes and will ensure penalties are applied consistently across local authorities.

3.4 The policy applies across the whole Borough and affects all private rented sector landlords, property agents, and tenants.

3.5 The following options have been considered:

- *Do nothing* – This option would see no accommodation made for the implementation of the Renters' Rights Act 2025 and would carry significant risk for the Council when enforcing the Act. The Council would be unable to issue civil penalties under the new legislation, exposing the Council to legal and financial risk.
- *Minimal update* – The policy would not adequately reflect the statutory duty to enforce under Section 107 of the Act, would not provide sufficient clarity for officers, landlords and tenants and present a higher risk of legal challenge and policy failure.
- *Adopt the proposed comprehensive policy* – This is the recommended option as it ensures the Council can meet its statutory duties under the Renters' Rights Act 2025. It provides a clear and consistent framework for enforcement decision making, minimises the risk of legal challenge and ensures that the Council is implementing the Renters' Rights Act effectively and that the intended tenant protections are driven forward.

3.6 The recommended option ensures:

- legal compliance
- consistent enforcement
- protection for tenants
- income retention for further enforcement
- alignment with statutory guidance

## **4. CONSULTATION**

4.1 As this policy reflects statutory requirements and establishes the Council's enforcement approach, consultation has been undertaken with relevant internal services:

- Housing Team
- Executive Head of Operations
- Legal Services
- Finance
- Community Safety
- Portfolio Holder for Housing & Planning

## **5. RISKS**

5.1 Failure to adopt an updated policy would risk inconsistency in enforcement decisions and activities, prevent the Council from issuing civil penalties, expose the Council to legal challenge, and undermine the Council's ability to protect tenants and regulate the private rented sector.

## **6. LEGAL**

6.1 There is a risk that failure to update the Civil Penalties Policy aligned with the Renters' Rights Act 2025 could result in the Council being unable to demonstrate compliance with our statutory duty to enforce landlord legislation under section 107 of the 2025 Act.

6.2 This may increase the likelihood of successful challenge to enforcement decisions, particularly where there is a lack of a transparent and consistent framework.

6.3 Approval of the proposed policy with clear decision-making criteria will provide a defensible and legally robust basis for enforcement action.

6.4 The proposed policy provides a transparent and consistent enforcement framework and assists in ensuring decisions are proportionate, reasonable, and capable of withstanding legal challenge.

6.5 There are limited risks associated with the implementation of the proposed Civil Penalties Policy. The principal risk is that enforcement decisions may be subject to challenge by landlords or managing agents. This risk has been mitigated through the development of a clear, transparent, and proportionate policy that aligns with current legislation and statutory guidance.

- 6.6 The implementation of the Renters' Rights Act 2025 may also increase demand for enforcement activity; however, this will be supported through New Burdens Funding and the retention of civil penalty income to support future enforcement work. Failure to approve the policy would present a significantly greater risk, as the Council would be unable to utilise its civil penalty powers under the current legislative framework, reducing its ability to protect tenants and enforce housing standards effectively.

## 7. **FINANCE**

- 7.1 Civil penalties income may be retained by the Council and used to fund further enforcement activity. Adoption of the policy supports a self-financing enforcement model. There are no direct adverse financial implications arising from the adoption of this policy. The policy enables the Council to retain income generated from civil penalties, which can be used to support future private sector housing enforcement activities. This will assist in maintaining an effective enforcement service and contribute towards the cost of implementing the Council's statutory housing functions.

## 8. **RESOURCE IMPLICATIONS**

- 8.1 Additional income will support future enforcement capacity. New burdens funding has been used to recruit a new officer to help in this area of enforcement.
- 8.2 **Equalities Impact Implications** - The policy supports fair treatment of tenants, including those with protected characteristics. Enforcement action will prioritise cases involving vulnerable households. An Equalities Impact Assessment has been completed.( Appendix 2)
- 8.3 **Other** - There are no direct IT, property or crime and disorder implications. The policy supports wider community safety objectives and aligns with safeguarding responsibilities.

## 9. **CONCLUSIONS**

- 9.1 The updated policy is required to ensure the Council can lawfully and effectively enforce housing standards and exercise its expanded powers under the Renters' Rights Act 2025.
- 9.2 Adopting the policy strengthens enforcement, protects residents, improves housing conditions, and supports the Council's strategic priorities.

### **BACKGROUND DOCUMENTS:**

None

**APPENDICES:**

Appendix 1: Civil Penalties Policy

Appendix 2: EIA screening

**CONTACT DETAILS:**

**Report Author** – **Suzannah Hellicar, Housing Service Manager**  
**Email:** [suzannah.hellicar@rushmoor.gov.uk](mailto:suzannah.hellicar@rushmoor.gov.uk)

**Head of Service** – **David Phillips, Acting Executive Head of Operations**  
**Email:** [david.phillips@rushmoor.gov.uk](mailto:david.phillips@rushmoor.gov.uk)



# **Civil Penalties Policy: Renters' Rights and Other Housing Legislation**

August 2026



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# Civil Penalties Policy

## Introduction

This policy sets out the Council's approach to the use of civil penalties under the Renters' Rights Act 2025 and other relevant housing legislation. The policy establishes a transparent, fair and consistent framework for determining the level of financial penalties imposed for breaches and offences relating to the letting and management of residential accommodation.

In this policy, the term "landlord" should be read as including letting agents, managing agents, licensors, property owners, corporate landlords, directors of corporate landlords, registered providers of social housing, and any other person involved in the letting or management of accommodation. The term "corporate landlord" refers to a body corporate that meets the definition of "landlord" above. The terms "House in Multiple Occupation" or "HMO" are defined by the Housing Act 2004.

## Purpose and Objectives

The Council considers transparency and consistency to be of primary importance to ensure fairness in the discharge of its functions. The general objective of this policy is to promote both transparency and consistency in the imposition of financial penalties so that those involved in the letting or management of accommodation:

- know how the Council will generally penalise relevant breaches and offences; and
- are assured that, generally, like cases will be penalised similarly, and different cases penalised differently.

The Council recognises that landlords may operate unlawfully for a significant period without detection, and that only a proportion of those committing relevant breaches and offences will be identified. Accordingly, the Council seeks to ensure that civil penalties are set at a level that makes it clear to the landlord concerned and to others that operating unlawfully is financially disadvantageous when compared to operating lawfully.

The further objectives of using financial penalties are:

- Punishment of the offender.
- Deterrence of the offender from repeating breaches or offences.
- Deterrence of others from committing similar breaches or offences.

- Removal of any financial benefit the offender may have obtained as a result of committing the breach or offence.

## Roles and Responsibilities

The Council's Private Sector Housing and Environmental Health teams are responsible for the implementation and enforcement of this policy. Legal Services will provide advice on relevant legislation and enforcement processes. Finance officers may support consideration of financial implications and recovery of penalties. Landlords, letting agents and managing agents are expected to comply with all relevant legal obligations.

## Policy detail

### Statutory guidance

The Government has issued statutory guidance entitled "Civil penalties under the Renters' Rights Act 2025 and other housing legislation". The Council has regard to this guidance in the exercise of its functions in respect of civil penalties.

#### *Breaches subject to a civil penalty with a statutory maximum of £7,000*

- Failure to give a written statement of terms and any other prescribed information under section 16D of the Housing Act 1988.
- Attempting to let a property for a fixed term under section 16E of the Housing Act 1988.
- Attempting to end a tenancy by service of a notice to quit under section 16E of the Housing Act 1988.
- Attempting to end a tenancy orally or requiring that it be ended orally under section 16E of the Housing Act 1988.
- Serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988.
- Relying on a ground where the landlord does not reasonably believe that the landlord is or will be able to obtain possession under section 16E of the Housing Act 1988.
- Failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988.

- Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe under paragraph 7(2) of Schedule 6 to the Renters' Rights Act 2025.
- Discrimination relating to children in the lettings process under section 33 of the Renters' Rights Act 2025.
- Discrimination relating to benefits in the lettings process under section 34 of the Renters' Rights Act 2025.
- Failure to specify proposed rent within a written advertisement or offer under section 56 of the Renters' Rights Act 2025.
- Inviting, encouraging or accepting any offer of rent greater than the stated rate under section 56 of the Renters' Rights Act 2025.

*Breaches and offences subject to a civil penalty with a statutory maximum of £40,000*

- Breach of duties under Regulations 3, 3B, 3C and 3D of the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020.
- Unlawful eviction and harassment of occupier under section 1 of the Protection from Eviction Act 1977.
- Continuation of conduct subject to a relevant penalty after the 28-day period where the final notice has not been withdrawn under section 16J of the Housing Act 1988.
- Conduct giving rise to liability where within the preceding five years the landlord has had a relevant penalty imposed or been convicted for different conduct under section 16J of the Housing Act 1988.
- Relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988.
- Breach of restrictions relating to reletting or remarketing a property within the restricted period after using Grounds 1 or 1A of Schedule 2 to the Housing Act 1988 under section 16J of the Housing Act 1988.
- Breach of a banning order under section 21 of the Housing and Planning Act 2016.
- Failure to comply with an improvement notice under section 30 of the Housing Act 2004.
- Contravention of an overcrowding notice under section 139 of the Housing Act 2004.

- Failure to obtain a selective licence under section 95 of the Housing Act 2004.
- Failure to obtain an HMO licence under section 72 of the Housing Act 2004.
- Knowingly permitting over-occupation of an HMO under section 72 of the Housing Act 2004.
- Failure to comply with management regulations in respect of HMOs under section 234 of the Housing Act 2004.
- Failure to comply with HMO licence conditions under section 72 of the Housing Act 2004.
- Failure to comply with selective licence conditions under section 95 of the Housing Act 2004.

*For the full list of starting points, statutory maxima, and offence-specific mitigating and aggravating factors for each of the above breaches and offences, see Appendix 1.*

## Multiple breaches and multiple landlords

If a landlord has committed multiple breaches or offences, a separate civil penalty can, and usually will, be imposed for each breach or offence. If multiple landlords have committed the same breach or offence at the same property, a separate civil penalty can, and usually will, be imposed on each offender. The level of any civil penalty imposed will be determined in accordance with this policy.

## Civil penalties matrix

In determining the level of a civil penalty, officers will have regard to the following sequential steps:

1. Determining the starting point based on the seriousness of the breach or offence.
2. Adjustment for factors relating to the type of landlord; size and type of portfolio controlled, owned or managed; and experience of the landlord ("Landlord Type").
3. Mitigating and aggravating factors the Council deems significant, including factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants.
4. Financial considerations.
5. Applying the totality principle.

## Starting point based on seriousness

The Ministry of Housing, Communities & Local Government has provided statutory guidance that prescribes starting points for all breaches and offences based on seriousness, except for breaches of licence conditions under sections 72(3) and 95(2) of the Housing Act 2004, where the Council has determined its own starting levels.

*For all prescribed starting points, see Appendix 1.*

## Landlord type adjustment

An upward adjustment of 20% of the applicable starting point will be applied where the landlord meets any one or more of the following criteria:

- The landlord has at any point controlled, owned or managed six or more properties (not necessarily concurrently).
- The landlord has at any point controlled, owned or managed three or more properties that operated as HMOs.
- The landlord is or has previously been a director of a corporate landlord.
- The landlord is a corporate landlord.
- The landlord has, in the Council's assessment, significant experience in the letting or management of property.

A downward adjustment of 20% of the applicable starting point will be applied only where all of the following criteria are met:

- The landlord has at any point controlled, owned or managed no more than two properties.
- The landlord has controlled, owned or managed no more than one HMO.
- The landlord has, in the Council's assessment, very limited experience in the letting or management of property.

## Mitigating factors (up to 20% reduction)

The Council may reduce the level of a civil penalty by up to 20% to reflect mitigating factors, including:

- Prompt remediation of the breach or offence.
- A high level of cooperation with the Council.

- Acceptance of liability before or within the representations period.
- Serious health circumstances directly impacting compliance.
- Diminished culpability (e.g., where compliance arrangements were directed by another joint landlord).

### Aggravating factors (up to 20% increase)

The Council may increase the level of a civil penalty by up to 20% to reflect aggravating factors, including:

- Previous history of non-compliance (prosecutions, civil penalties, rent repayment orders, etc.).
- Non-cooperation with the Council (e.g., failure to respond to notices or attend meetings).
- Deliberate intent or negligence (e.g., continuing offending after contact from the Council, providing false information).
- Duration of non-compliance (e.g., 3–6 months).
- Vulnerability of occupants (e.g., children, disabled persons, non-English speakers).

*For offence-specific mitigating and aggravating factors, see Appendix 1.*

### Financial considerations

The Council will review the quantum of the civil penalty and consider whether it is sufficient to act as an effective deterrent. Where a landlord seeks to rely on a limited financial position as a basis for reducing the penalty, that position must be supported by verifiable evidence, including tax returns, bank statements, property and mortgage details, and asset lists. A claimed inability to pay will not of itself outweigh the need for effective deterrence.

### The totality principle

The Council will consider whether multiple civil penalties imposed against the same landlord at the same time result in an aggregate amount that is just and proportionate. Where the aggregate amount would not be just and proportionate, the Council may apply a proportionate reduction.

## Process for imposing a civil penalty

### Notice of intent

Before imposing a civil penalty, the Council will give the landlord a notice of intent setting out:

- The amount of the proposed civil penalty.
- The reasons for proposing to impose the civil penalty.
- Information about the right to make written representations.

### Right to make written representations

A landlord who is given a notice of intent may make written representations to the Council about the proposal to impose a civil penalty. Any representations must be made within a period of 28 days beginning with the day after the date on which the notice of intent was given.

### Decision after the representations period

After the representations period, the Council will decide whether to impose a civil penalty and the amount. The final amount may be higher or lower than the amount stated in the notice of intent.

### Final notice

If, following the receipt of written representations and/or the expiry of the time period to make written representations, the Council decides to impose a civil penalty on the landlord, it will give the landlord a final notice imposing that penalty.

The final notice will set out:

- The amount of the civil penalty.
- The reasons for imposing the penalty.
- Information about how to pay the penalty.
- The period for payment of the penalty.
- Information about rights of appeal.
- The consequences of failure to comply with the notice.



## Discount for prompt payment

Where a civil penalty imposed by a final notice is paid in full within the period specified in that notice (normally 28 days beginning with the day after the final notice is given), the Council will apply a discount of 15% to the amount of the civil penalty.

The availability of the discount is conditional upon full payment being received within the specified period. The discount period will not be extended or suspended by the bringing of an appeal. A landlord who chooses to appeal may still benefit from the discount by paying the civil penalty in full within the specified period; however, where payment is not made within that period, the discount will not apply.

### *Illustrative example of the application of the discount*

The landlord of an HMO property fails to obtain a licence. They only operate two HMO properties and there are no other relevant factors or aggravating features. The starting point for the offence under the Council's civil penalties matrix is £17,000.

Following the issue of a notice of intent proposing a civil penalty of £17,000, the landlord makes written representations. Having considered those representations, the Council determines to impose a civil penalty of £16,000, as set out in the final notice.

If the landlord pays the civil penalty in full within the payment period specified in the final notice, a 15% prompt payment discount is applied, resulting in a discounted payment of £13,600.

## Appeals

A landlord who is given a final notice may appeal to the First-tier Tribunal (Property Chamber) against the decision to impose a civil penalty and/or the amount of the civil penalty. Any appeal must be made within 28 days beginning with the day after the date on which the final notice was given.

Where an appeal is brought, the final notice is suspended until the appeal is finally determined or withdrawn.

An appeal to the First-tier Tribunal is by way of a re-hearing of the Council's decision. In determining an appeal, the Tribunal may have regard to matters of which the Council was unaware at the time the decision to impose the civil penalty was made.

The Tribunal may dismiss an appeal if it is satisfied that the appeal is frivolous, vexatious, an abuse of process, or has no reasonable prospect of success.

The First-tier Tribunal may invite the parties to consider mediation or another form of alternative dispute resolution. The Council will not generally agree to mediation in relation

to the level of a civil penalty, as civil penalties are determined by reference to this Policy to promote fair, consistent, and proportionate outcomes. Agreeing reductions outside the Policy framework would risk undermining consistency and the Council's enforcement objectives.

On determination of an appeal, the Tribunal may:

- Confirm the civil penalty.
- Vary the amount of the civil penalty (whether by increase or reduction).
- Cancel the civil penalty.

Where the Tribunal varies a civil penalty by increasing its amount, it may do so only up to the applicable statutory maximum for the relevant breach or offence (£7,000 or £40,000, as applicable).

A party to the appeal may apply for permission to appeal the decision of the First-tier Tribunal to the Upper Tribunal (Lands Chamber).

## Legal implications

The policy provides a transparent and consistent enforcement framework and assists in ensuring decisions are proportionate, reasonable, and capable of withstanding legal challenge.

Financial Implications Civil penalties income may be retained by the Council and used to fund further enforcement activity. Adoption of the policy supports a self-financing enforcement model. There are no direct adverse financial implications arising from the adoption of this policy. The policy enables the Council to retain income generated from civil penalties, which can be used to support future private sector housing enforcement activities. This will assist in maintaining an effective enforcement service and contribute towards the cost of implementing the Council's statutory housing functions.

## Resource implications

Additional income from civil penalties will support future enforcement capacity. New burdens funding has been used to recruit a new officer to help in this area of enforcement.

## Impact assessment (IA) record

|                             |                                                                                                                                                                           |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Data Privacy IA required?   | (No)                                                                                                                                                                      |
| Equalities IA required?     | <u>A screening assessment was undertaken, and it was determined that a full Equalities Impact Assessment is not required because the impacts are positive or neutral.</u> |
| Climate Change IA required? | (No)                                                                                                                                                                      |

| Document control information |                                                                       |
|------------------------------|-----------------------------------------------------------------------|
| Title                        | Civil Penalties Policy: Renters' Rights and Other Housing Legislation |
| Topic/Service                | Housing                                                               |
| Version                      | 1.0                                                                   |
| Next review date             | 01/08/2027                                                            |
| Last reviewed by             | Suzannah Hellicar                                                     |
| Last reviewed date           | 04/08/2026                                                            |
| Approving authority          | Cabinet                                                               |
| Approval date                | 04/08/2026                                                            |

Council Offices,  
Farnborough Road,  
Farnborough,  
Hants, GU14 7JU

[www.rushmoor.gov.uk](http://www.rushmoor.gov.uk)

01252 398 326

*Optional email*

 @rushmoorcouncil

 Rushmoor Borough Council

# Appendices

## Appendix 1

**\*This appendix contains the complete list of starting points, statutory maxima, Landlord Type adjustments, and offence-specific mitigating and aggravating factors for all breaches and offences covered by this policy. \***

### Protection from Eviction Act 1977 offences

Unlawful eviction and harassment of occupier – section 1 of the Protection from Eviction Act 1977

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £35,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £28,000 |
| No Landlord Type adjustment              | £35,000 |
| Landlord Type upward adjustment (+20%)   | £42,000 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:**

- Violence or threats of violence
- Disposal of possessions or threats to dispose of possessions
- Breach or evasion of an injunction or undertaking
- Loss of home

## Housing Act 1988 breaches and offences

### Failure to give a written statement of terms and any other prescribed information – section 16D of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £4,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £3,200 |
| No Landlord Type adjustment              | £4,000 |
| Landlord Type upward adjustment (+20%)   | £4,800 |

**Offence-specific mitigating factors:** Provision of some of the required terms and prescribed information within the required period.

**Offence-specific aggravating factors:** None.

### Attempting to let a property for a fixed term – section 16E(1)(a) of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £4,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £3,200 |
| No Landlord Type adjustment              | £4,000 |
| Landlord Type upward adjustment (+20%)   | £4,800 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Attempting to end a tenancy by service of a notice to quit – section 16E(1)(b) of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £6,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £4,800 |
| No Landlord Type adjustment              | £6,000 |
| Landlord Type upward adjustment (+20%)   | £7,200 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** Tenant vacates property within four months of the date of vacation or equivalent specified in the notice to quit.

Attempting to end a tenancy orally or requiring that it is ended orally – section 16E(1)(c) of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £6,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £4,800 |
| No Landlord Type adjustment              | £6,000 |
| Landlord Type upward adjustment (+20%)   | £7,200 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** Tenant vacates property within four months of the date of vacation or equivalent specified in the notice to quit.

Serving a possession notice that attempts to end a tenancy outside the prescribed section 8 process – section 16E(1)(d) of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £6,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £4,800 |
| No Landlord Type adjustment              | £6,000 |
| Landlord Type upward adjustment (+20%)   | £7,200 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** Tenant vacates property within four months of the date of vacation or equivalent specified in the notice to quit.

Relying on a ground where the person does not reasonably believe that the landlord is, will, or may be able to obtain possession – section 16E(1)(e) of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £6,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £4,800 |
| No Landlord Type adjustment              | £6,000 |
| Landlord Type upward adjustment (+20%)   | £7,200 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Failing to provide a tenant with prior notice that a ground which requires it may be used – section 16E(1)(f) of the Housing Act 1988

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £3,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £2,400 |
| No Landlord Type adjustment              | £3,000 |
| Landlord Type upward adjustment (+20%)   | £3,600 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 – paragraph 7(2) of Schedule 6 to the Renters' Rights Act 2025

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £4,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £3,200 |
| No Landlord Type adjustment              | £4,000 |
| Landlord Type upward adjustment (+20%)   | £4,800 |



**Offence-specific mitigating factors:**

- Provision of some of the required prescribed information within the required period.
- Provision of prescribed information but not in the prescribed form.

**Offence-specific aggravating factors:** None.

Continuation of conduct subject to a relevant penalty after the 28-day period  
– section 16J(3) of the Housing Act 1988

| Category                  | Amount                                                                    |
|---------------------------|---------------------------------------------------------------------------|
| Starting point            | Double the starting level for the two constituent breaches added together |
| Statutory maximum         | £40,000                                                                   |
| Landlord Type adjustments | Dependent on the constituent breaches                                     |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Conduct giving rise to liability where within the preceding five years the person has had a relevant penalty imposed or been convicted for different conduct – section 16J(4) of the Housing Act 1988

| Category                  | Amount                                                                    |
|---------------------------|---------------------------------------------------------------------------|
| Starting point            | Double the starting level for the two constituent breaches added together |
| Statutory maximum         | £40,000                                                                   |
| Landlord Type adjustments | Dependent on the constituent breaches                                     |

**Offence-specific mitigating factors:** Dependent on the most recent conduct giving rise to liability.

**Offence-specific aggravating factors:** Dependent on the most recent conduct giving rise to liability.

**Relying on a ground knowing the landlord would not be able to obtain possession, or being reckless – section 16J(1) of the Housing Act 1988**

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £30,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £24,000 |
| No Landlord Type adjustment              | £30,000 |
| Landlord Type upward adjustment (+20%)   | £36,000 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

**Breach of restrictions relating to reletting or remarketing a property within the restricted period after using Grounds 1 or 1A – section 16J(2) of the Housing Act 1988**

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £25,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £20,000 |
| No Landlord Type adjustment              | £25,000 |

| Category                               | Amount  |
|----------------------------------------|---------|
| Landlord Type upward adjustment (+20%) | £30,000 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

## Housing and Planning Act 2016 offences

Breach of a banning order – section 21(1) of the Housing and Planning Act 2016

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £35,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £28,000 |
| No Landlord Type adjustment              | £35,000 |
| Landlord Type upward adjustment (+20%)   | £42,000 |

**Offence-specific mitigating factors:** A single, isolated incident.

**Offence-specific aggravating factors:** Concealment or evasion.

## Renters' Rights Act 2025 breaches

Discrimination relating to children in the lettings process – section 33(1) of the Renters' Rights Act 2025

| Category       | Amount |
|----------------|--------|
| Starting point | £6,000 |

| Category                                 | Amount |
|------------------------------------------|--------|
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £4,800 |
| No Landlord Type adjustment              | £6,000 |
| Landlord Type upward adjustment (+20%)   | £7,200 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Discrimination relating to benefits in the lettings process – section 34(1) of the Renters' Rights Act 2025

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £6,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £4,800 |
| No Landlord Type adjustment              | £6,000 |
| Landlord Type upward adjustment (+20%)   | £7,200 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Failure to specify proposed rent within a written advertisement or offer –  
section 56(2) of the Renters' Rights Act 2025

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £3,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £2,400 |
| No Landlord Type adjustment              | £3,000 |
| Landlord Type upward adjustment (+20%)   | £3,600 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

Inviting, encouraging or accepting any offer of rent greater than the stated rate  
– section 56(3) of the Renters' Rights Act 2025

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £4,000 |
| Statutory maximum                        | £7,000 |
| Landlord Type downward adjustment (-20%) | £3,200 |
| No Landlord Type adjustment              | £4,000 |

| Category                               | Amount |
|----------------------------------------|--------|
| Landlord Type upward adjustment (+20%) | £4,800 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** None.

## The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 – breach of duties

Failure to comply with Regulations 3(3)(b), (3)(d), (3)(e), 3D(a), (b), (c), (f)

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £5,000  |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £4,000  |
| No Landlord Type adjustment              | £5,000  |
| Landlord Type upward adjustment (+20%)   | £6,000  |

**Offence-specific mitigating factors:** The report or record evidences that the electrical installations were compliant at all points.

**Offence-specific aggravating factors:** The number, nature or severity of the issues observed on the report or record.

Failure to comply with Regulations 3(1)(a), (1)(b), (1)(c), (3)(a), (3)(c), (3)(ca), (5)(b), (5)(c), 3B(1)(a), (1)(b), (1)(c), 3C(1), (2)(a), 3D(d), (e)

| Category       | Amount  |
|----------------|---------|
| Starting point | £12,500 |

| Category                                 | Amount  |
|------------------------------------------|---------|
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £10,000 |
| No Landlord Type adjustment              | £12,500 |
| Landlord Type upward adjustment (+20%)   | £15,000 |

**Offence-specific mitigating factors:** The report or record evidences that the electrical installations were compliant at all points.

**Offence-specific aggravating factors:** The number, nature or severity of the issues observed on the report or record.

#### Failure to comply with Regulations 3(4), (5a), (6), 3C(2)(b), (4)

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £20,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £16,000 |
| No Landlord Type adjustment              | £20,000 |
| Landlord Type upward adjustment (+20%)   | £24,000 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** The number, nature or severity of the issues observed on the report or record.

## Housing Act 2004 offences

### Failure to comply with an improvement notice – section 30(1) of the Housing Act 2004

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £25,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £20,000 |
| No Landlord Type adjustment              | £25,000 |
| Landlord Type upward adjustment (+20%)   | £30,000 |

#### Offence-specific mitigating factors:

- The nature and extent of hazards present once the deadline for compliance has passed.
- Whether the property is unoccupied once the deadline for compliance has passed.
- Access was prevented by occupants, and the landlord took steps to obtain access.

**Offence-specific aggravating factors:** The nature and extent of hazards present once the deadline for compliance has passed.

### Failure to comply with an overcrowding notice - section 139(7) of the Housing Act 2004

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £20,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £16,000 |
| No Landlord Type adjustment              | £20,000 |



| Category                               | Amount  |
|----------------------------------------|---------|
| Landlord Type upward adjustment (+20%) | £24,000 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** The level of overcrowding present.

#### Failure to obtain a selective licence – section 95(1) of the Housing Act 2004

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £12,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £9,600  |
| No Landlord Type adjustment              | £12,000 |
| Landlord Type upward adjustment (+20%)   | £14,400 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:** The landlord has knowledge or experience of licensing requirements.

#### Failure to obtain an HMO licence – section 72(1) of the Housing Act 2004

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £17,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £13,600 |
| No Landlord Type adjustment              | £17,000 |

| Category                               | Amount  |
|----------------------------------------|---------|
| Landlord Type upward adjustment (+20%) | £20,400 |

**Offence-specific mitigating factors:** None.

**Offence-specific aggravating factors:**

- The landlord has knowledge or experience of licensing requirements.
- The condition of the unlicensed property.

### Knowingly permitting over-occupation of an HMO – section 72(2) of the Housing Act 2004

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £20,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £16,000 |
| No Landlord Type adjustment              | £20,000 |
| Landlord Type upward adjustment (+20%)   | £24,000 |

**Offence-specific mitigating factors:** There are suitable amenity and space provisions in the HMO.

**Offence-specific aggravating factors:** The level of over-occupation present.

### Failure to comply with HMO management regulations – section 234(3) of the Housing Act 2004

The Management of Houses in Multiple Occupation (England) Regulations 2006 and the Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 impose duties on the persons managing HMOs in respect of:

- Providing information to occupiers [Regulation 3]
- Taking safety measures, including fire safety measures [Regulation 4]

- Maintaining the water supply and drainage [Regulation 5]
- Supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [Regulation 6]
- Maintaining common parts [Regulation 7]
- Maintaining living accommodation [Regulation 8]
- Providing sufficient waste disposal facilities [Regulation 9]

The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 impose duties on the persons managing HMOs as defined by Section 257 Housing Act 2004 in respect of:

- Providing information to occupiers [regulation 4]
- Taking safety measures, including fire safety measures [regulation 5]
- Maintaining the water supply and drainage [regulation 6]
- Supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [regulation 7]
- Maintaining common parts [regulation 8]
- Maintaining living accommodation [regulation 9]
- Providing sufficient waste disposal facilities [regulation 10]

Where there are multiple breaches of a single Management Regulation at a single HMO, a single civil penalty will be imposed which will cover all the breaches of that Management Regulation.

Where multiple Management Regulations have been breached at a single HMO, a separate civil penalty will be imposed for each Management Regulation that has been breached.

### Duty of manager to provide information to occupier

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £3,000  |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £2,400  |
| No Landlord Type adjustment              | £3,000  |
| Landlord Type upward adjustment (+20%)   | £3,600  |

**Offence-specific mitigating factors:** The nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The nature and extent of offences within the specific regulation; the landlord has refused to provide any outstanding contact information more than 48 hours after it has been requested by an occupant or on behalf of an occupant.

### Duty of manager to take safety measures

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £20,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £16,000 |
| No Landlord Type adjustment              | £20,000 |
| Landlord Type upward adjustment (+20%)   | £24,000 |

**Offence-specific mitigating factors:** The number, nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The number, nature and extent of offences within the specific regulation.

### Duty of manager to maintain water supply and drainage

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £10,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £8,000  |
| No Landlord Type adjustment              | £10,000 |

| Category                               | Amount  |
|----------------------------------------|---------|
| Landlord Type upward adjustment (+20%) | £12,000 |

**Offence-specific mitigating factors:** The number, nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The number, nature and extent of offences within the specific regulation.

### Duty of manager to supply and maintain gas and electricity

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £12,000 |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £9,600  |
| No Landlord Type adjustment              | £12,000 |
| Landlord Type upward adjustment (+20%)   | £14,400 |

**Offence-specific mitigating factors:** The number, nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The number, nature and extent of offences within the specific regulation.

### Duty of manager to maintain common parts, fixtures, fittings and appliances

| Category          | Amount  |
|-------------------|---------|
| Starting point    | £7,000  |
| Statutory maximum | £40,000 |

| Category                                 | Amount |
|------------------------------------------|--------|
| Landlord Type downward adjustment (-20%) | £5,600 |
| No Landlord Type adjustment              | £7,000 |
| Landlord Type upward adjustment (+20%)   | £8,400 |

**Offence-specific mitigating factors:** The number, nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The number, nature and extent of offences within the specific regulation.

### Duty of manager to maintain living accommodation

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £7,000  |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £5,600  |
| No Landlord Type adjustment              | £7,000  |
| Landlord Type upward adjustment (+20%)   | £8,400  |

**Offence-specific mitigating factors:** The number, nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The number, nature and extent of offences within the specific regulation.

## Duty to provide waste disposal facilities

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £7,000  |
| Statutory maximum                        | £40,000 |
| Landlord Type downward adjustment (-20%) | £5,600  |
| No Landlord Type adjustment              | £7,000  |
| Landlord Type upward adjustment (+20%)   | £8,400  |

**Offence-specific mitigating factors:** The nature and extent of offences within the specific regulation.

**Offence-specific aggravating factors:** The nature and extent of offences within the specific regulation; the lack of sufficient refuse and/or litter containers either inside and/or outside the property has been previously reported; the refuse and/or litter that requires disposal includes hazardous materials.

## Breach of licence conditions – section 72(3) of the Housing Act 2004

All granted HMO licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the Council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

The starting levels for each different type of licence condition breach is set out below based on the seriousness of the offence. Where a licence condition could be interpreted to fall within two different potential starting levels, the higher starting level will be chosen.

Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

Failure to comply with licence conditions related to:

- Signage or the provision of information for tenants
- Provision of written terms of occupancy for tenants
- Procedures regarding complaints
- Procedures regarding vetting of incoming tenants

- Compliance with deposit protection legislation
- The recording and provision of information on regarding rent payments
- Procedures relating to rent collection
- The provision of information on regarding occupancy of the property
- The provision of information on regarding change of managers or licence holder details
- The provision of information on related to changes in the property
- Requirements relating to the sale of the property
- Attending ending training courses
- Requirements to hold insurance
- The provision of insurance documenta on
- The provision of or obtaining of suitable references
- The provision of keys and alarm codes
- Security provisions for access to the property
- The provision of suitable means for occupiers to regulate temperature
- Carrying out items on a schedule of works not otherwise mentioned in the HMO licence
- Conditions sec on of this policy, relating to non-compliance with items on a schedule of works

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £4,000 |
| Landlord Type downward adjustment (-20%) | £3,200 |
| No Landlord Type adjustment              | £4,000 |
| Landlord Type upward adjustment (+20%)   | £4,800 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- The provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances



- Notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status
- Procedures and actions regarding ASB
- Minimum floor areas
- Occupancy rates
- Occupancy of rooms that are not to be used as sleeping accommodation
- Limits on number of households allowed to occupy the property or part of the property

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £7,000 |
| Landlord Type downward adjustment (-20%) | £5,600 |
| No Landlord Type adjustment              | £7,000 |
| Landlord Type upward adjustment (+20%)   | £8,400 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- The provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances
- Notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status
- Procedures and actions regarding ASB
- Minimum floor areas
- Occupancy rates
- Occupancy of rooms that are not to be used as sleeping accommodation
- Limits on number of households allowed to occupy the property or part of the property.

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £12,500 |
| Landlord Type downward adjustment (-20%) | £10,000 |
| No Landlord Type adjustment              | £12,500 |
| Landlord Type upward adjustment (+20%)   | £15,000 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

Minimum floor areas; occupancy rates; occupancy of rooms or areas that are not to be used as sleeping accommodation; limits on number of households allowed to occupy the property or part of the property.

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £20,000 |
| Landlord Type downward adjustment (-20%) | £16,000 |
| No Landlord Type adjustment              | £20,000 |
| Landlord Type upward adjustment (+20%)   | £24,000 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

The condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements; the provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction; carrying out items on a schedule of works in relation to fire safety or the provision of a Carbon Monoxide detector.

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £25,000 |
| Landlord Type downward adjustment (-20%) | £20,000 |
| No Landlord Type adjustment              | £25,000 |
| Landlord Type upward adjustment (+20%)   | £30,000 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

## Breach of licence conditions – section 95(2) of the Housing Act 2004

All granted selective licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the Council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

The starting levels for each different type of licence condition breach is set out below based on the seriousness of the offence. Where a licence condition could be interpreted to fall within two different potential starting levels, the higher starting level will be chosen.

Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

### Failure to comply with licence conditions related to:

- Signage or the provision of information for tenants
- Provision of written terms of occupancy for tenants

- Procedures regarding complaints
- Procedures regarding vetting of incoming tenants
- Compliance with deposit protection legislation
- The recording and provision of information regarding rent payments
- Procedures relating to rent collection
- The provision of information regarding occupancy of the property
- The provision of information regarding change of managers or licence holder details
- The provision of information related to changes in the property
- Requirements relating to the sale of the property
- Attending training courses
- Requirements to hold insurance
- The provision of insurance documentation
- The provision of keys and alarm codes
- Security provisions for access to the property
- The provision of suitable means for occupiers to regulate temperature
- Carrying out items on a schedule of works not otherwise mentioned in the selective licence conditions section of this policy, relating to non-compliance with items on a schedule of works

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £3,000 |
| Landlord Type downward adjustment (-20%) | £2,400 |
| No Landlord Type adjustment              | £3,000 |
| Landlord Type upward adjustment (+20%)   | £3,600 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- Procedures and actions regarding Inspections
- Procedures regarding Repair issues
- Maintenance and use of common parts (including gardens, outbuildings and property exterior) and living areas

- Safeguarding occupiers and minimising disruption during works
- The provision of information regarding alterations and construction works,
- Procedures regarding emergency issues
- Waste and waste receptacles, pests, minor repairs, alterations or decoration.
- Giving written notice prior to entry
- Allowing access for inspections
- Minimising risk of water contamination

| Category                                 | Amount |
|------------------------------------------|--------|
| Starting point                           | £5,250 |
| Landlord Type downward adjustment (-20%) | £4,200 |
| No Landlord Type adjustment              | £5,250 |
| Landlord Type upward adjustment (+20%)   | £6,300 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- The provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances
- Notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status
- Procedures and actions regarding ASB
- Minimum floor areas
- Occupancy rates
- Occupancy of rooms that are not to be used as sleeping accommodation
- Limits on number of households allowed to occupy the property or part of the property

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £9,375  |
| Landlord Type downward adjustment (-20%) | £7,500  |
| No Landlord Type adjustment              | £9,375  |
| Landlord Type upward adjustment (+20%)   | £11,250 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- The condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements
- The provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction

| Category                                 | Amount  |
|------------------------------------------|---------|
| Starting point                           | £15,000 |
| Landlord Type downward adjustment (-20%) | £12,000 |
| No Landlord Type adjustment              | £15,000 |
| Landlord Type upward adjustment (+20%)   | £18,000 |

**Offence-specific mitigating factors:** The nature and extent of the licence condition breach.

**Offence-specific aggravating factors:** The nature and extent of the licence condition breach.



# Equality Impact Assessment: Screening Tool

The **Equality Impact Assessment (EIA) Screening Tool** should be completed for any new proposal, plan or project. 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                           | Civil Penalties Policy |
| Reference number (if applicable)          |                        |
| Service Area                              | Operational Services   |
| Date screening completed                  | 06/07/2026             |
| Screening author name                     | Suzannah Hellicar      |
| Policy Team sign off                      | Martin Iyawe           |
| Authorising Director/Head of Service name | David Phillips         |

## 1. Please provide a summary of the proposal

Please outline:

### **What are the aims / objectives of this proposal?**

- **To provide a clear, consistent and transparent approach** to when and how civil penalties are used.
- **To support effective enforcement** where landlords, property owners, agents or other relevant parties fail to meet legal responsibilities.
- **To improve housing standards and protect residents**, particularly tenants living in poor, unsafe or non-compliant accommodation.
- **To deter non-compliance** by ensuring penalties are proportionate, fair and sufficiently robust.
- **To promote fairness and accountability** by setting out how penalty levels are calculated and what factors are considered.
- **To encourage early compliance** and reduce the need for repeated enforcement action.
- **To make best use of council enforcement powers** under relevant housing legislation.



- **To support wider council priorities**, such as improving private rented sector standards, protecting vulnerable residents and maintaining safe communities.

**Will this deliver any savings?**

No but will generate income

What benefits or change will we see from this proposal?

- Improved consistency and transparency in enforcement decisions.
- Better protection for tenants living in unsafe or poorly managed accommodation.
- Increased landlord and agent compliance with housing legislation.
- Reduced repeat offences through stronger deterrence.
- Ability to use income from penalties to support further enforcement work.
- Improved confidence among residents that poor housing standards are being addressed.
- Fairer treatment of landlords and agents because the policy sets out how penalties are calculated.
- Contribution to wider improvements in the private rented sector across the borough.

**Which key groups of people or areas of the borough are involved?**

The main groups involved are private sector tenants, landlords, letting and managing agents, property owners, and residents affected by poorly managed rented properties. The policy applies across the borough and is likely to have the greatest positive impact on tenants living in poor-quality or unsafe private rented accommodation, including low-income households, vulnerable residents, families with children, older people, disabled people and residents who may face language or access barriers.

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

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

|        |                                                                        |
|--------|------------------------------------------------------------------------|
| Others | Please specify: Private landlords, letting agents and managing agents. |
|--------|------------------------------------------------------------------------|

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

Please outline in brief:

**Who will be impacted? For example, which services, teams, or buildings?**

- Housing, Legal, Finance, Community Safety

**How many staff members?**

- 20

**What will the impact be? (e.g., changes to structure, staffing levels, responsibilities, relocation, or new working methods)**

- Additional resources will be required within housing up to two members of staff. Should be paid for by income generated through the fines.

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

Please outline in brief:

**Which groups will you consult (residents, staff, other stakeholders)?**

**Internal stakeholders**

**Will you collect personal no**

**How will you engage (e.g., surveys, focus groups)?**

Sharing the policy and discussion with internal colleagues

**How will you use the feedback?**

No wider engagement is planned because the policy is required to support the council's use of existing statutory enforcement powers. The policy provides a transparent framework for how those powers will be applied, rather than creating new powers or making changes to services used by residents. Internal engagement will be undertaken with relevant teams to ensure the policy is robust, proportionate and deliverable.

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                 |
|-----------------|----------------|-----------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | Older residents and families with children may benefit from improved enforcement against poor housing conditions, overcrowding and unsafe accommodation. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------|----------------|-----------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | The policy is expected to have an indirect impact on disabled residents and tenants, including people with physical disabilities, learning disabilities, sensory impairments, neurodiverse people, people with mental health conditions and carers. The policy does not provide a specific service only for disabled people, so the impact is not direct. However, stronger and more consistent enforcement of housing standards may indirectly benefit disabled residents who may be more affected by poor housing conditions, unsafe accommodation, damp, mould, excess cold, poor repairs or inaccessible property management. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                                                                            |
|-----------------|----------------|-----------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | The policy is expected to have an indirect impact on gender reassignment and identity. The policy does not provide a specific service only for this group, so the impact is not direct. However, stronger and more consistent enforcement of housing standards may indirectly benefit these residents with more security of tenure. |

## Protected characteristic - Marriage and Civil Partnership

| Positive impact | Neutral impact | Negative impact | Not Sure | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i> |
|-----------------|----------------|-----------------|----------|--------------------------------------------------------------------------------------------------------------------------|
|                 | Yes            | Choose an item. |          | No specific impacts have been identified in relation to marriage or civil partnership status.                            |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                  |
|-----------------|----------------|-----------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | Families with young children and pregnant residents may benefit from improved enforcement against unsafe, overcrowded or poorly maintained accommodation. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                 |
|-----------------|----------------|-----------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | Residents from ethnic minority communities, including those facing language barriers, may benefit from improved enforcement where poor housing conditions have previously gone unreported or unresolved. |

## Protected characteristic – Religion or belief

(include no faith)

| Positive impact | Neutral impact | Negative impact | Not Sure | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                    |
|-----------------|----------------|-----------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | The policy is expected to have a positive indirect impact in relation to religion or belief. Stronger and more consistent enforcement of housing standards may improve living conditions for residents of all faiths and beliefs. No negative impacts have been identified. |

## Protected characteristic - Sex

(Under the Equality Act 2010 and following the 2025 Supreme Court ruling on 15 April 2020, 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------|----------------|-----------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             | Yes or         | Choose an item. |          | The policy is expected to have a positive indirect impact in relation to sex. The policy does not provide a specific service only for women or men, so the impact is not direct. However, stronger and more consistent enforcement of housing standards may indirectly benefit residents of all sexes by improving safety, security and living conditions in private rented accommodation. This may be particularly relevant for women, including single parents and those experiencing domestic abuse or housing insecurity, who may be more vulnerable to poor housing conditions or less able to challenge landlords. No negative impact has been identified. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------|----------------|-----------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | The policy is expected to have a positive indirect impact in relation to sexual orientation. The policy does not provide a specific service only for LGBTQ+ residents, so the impact is not direct. However, stronger and more consistent enforcement of housing standards may indirectly benefit LGBTQ+ residents by improving safety, security and living conditions in private rented accommodation. This may be particularly relevant where residents may feel less confident reporting poor housing conditions because of previous experiences of discrimination, harassment or concerns about being treated unfairly. No negative impact has been identified. |

## 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)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------|----------------|-----------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yes             |                | Choose an item. |          | The policy is expected to have a positive indirect impact on disadvantaged groups, including people on low incomes, people living in poverty, people who are homeless or at risk of homelessness, people with mental health problems, people with care experience, prison leavers, and people affected by menopause, menstruation and/or period poverty. The policy does not provide a specific service only for these groups, so the impact is not direct. However, stronger and more consistent enforcement of housing standards may indirectly benefit residents who are more likely to live in poor-quality, unsafe or insecure private rented accommodation, or who may find it harder to challenge landlords or report poor conditions. Improved enforcement should help improve safety, security and living conditions and may reduce the risk of further hardship caused by poor housing. No negative impact has been identified. |

## 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*.             | No        |
| Negative – Medium or High Impact – must complete a full EIA.                        | No        |
| 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]: | No        |
| Flag for ethics (high risk / will involve engagement with vulnerable residents):    | No        |

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](mailto: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 JULIE HALL  
ECONOMY SKILLS & REGENERATION  
PORTFOLIO HOLDER**

**4 August 2026**

**REPORT NO. PG2630**

**KEY DECISION: NO**

**ESTABLISHMENT OF A NEW YOUNG ADULT EMPLOYMENT HUB IN  
RUSHMOOR**

**SUMMARY AND RECOMMENDATIONS:**

The Council has successfully secured funding from the Department for Work and Pensions (DWP) to establish a 'Youth Hub' in Rushmoor.

The Youth Hub forms part of a national programme designed to support young people aged 16 to 24 to access employment, education and training opportunities. It will address the relatively high number of residents classed at the NEET (Not in Education, Employment or Training) in the borough.

The Youth Hub will provide a safe and accessible environment where young people can engage with Jobcentre Plus Work Coaches and access a range of support services in a single location, including employment advice, careers guidance, training opportunities, mental health support and wellbeing services.

The DWP grant will enable the Council to recruit two Employment Advisors who will provide tailored employability support, careers guidance and practical assistance to young people seeking employment.

It is proposed that the Youth Hub will be based in Farnborough, on the second floor of the Council offices.

It is recommended that Cabinet:

1. Approves the acceptance of the DWP grant funding for the establishment of a Young Adults Employment Hub in Rushmoor.
2. Supports the delivery of the Young Adults Employment Hub from the Council Offices in Farnborough.
3. Supports the recruitment of two fixed-term Employment Advisors funded through the grant.

## **1. INTRODUCTION**

- 1.1. The purpose of this report is to seek Cabinet approval for the establishment of a Young Adults Employment Hub in Rushmoor and the acceptance of grant funding from the Department for Work and Pensions.
- 1.2. The Hub will provide targeted support to young people aged 16 to 24 who face barriers to employment, helping them access employment, education, training and wider support services.

## **2. BACKGROUND**

- 2.1. Youth Hubs are a government initiative designed to support young people aged 16–24 on Universal Credit who are looking for work. They help young people overcome barriers to employment by providing tailored, intensive support, and provide a "one-stop shop" for employment advice, training, mental health support, and wellbeing services.
- 2.2. In Rushmoor the number of economically inactive young people between 16 and 24 has more than doubled from 2019 to 2025 and continues to increase. Current figures estimate over 1,000 young people are NEET within the areas covered by the Farnborough and Aldershot Job Centres (which also cover some of Hart), with 5.1% of benefit claimants in Rushmoor being under 25.

### **Number of NEETS in Rushmoor**

| 2019 | 2020  | 2021  | 2022 | 2023 | 2024 | 2025 |
|------|-------|-------|------|------|------|------|
| 410  | 1,125 | 1,044 | 832  | 795  | 799  | 856  |

- 2.3. Youth Hubs have already been established in Havant, Southampton, Camberley and Basingstoke. The council would seek to replicate the success of existing hubs and have already met with counterparts in these areas to seek advice and examples of best practice.
- 2.4. The proposal meets the Council's priority to 'Promote access to skills, development and training so residents can be part of a thriving local economy.'

## **3. DETAILS OF THE PROPOSAL**

- 3.1. Following discussions with DWP, the Council submitted a successful bid for funding to establish a Youth Hub in Rushmoor.
- 3.2. The Council will receive approximately £90,000 to establish and deliver the programme. The funding will support the recruitment of two Employment Advisors, including salary and associated on-costs. The Employment Advisors will work alongside up to two Jobcentre Plus Work Coaches to provide coordinated support to young people.
- 3.3. The Hub will operate five days per week and will provide:

- 3.3.1. One-to-one appointments with Jobcentre Plus Work Coaches;
  - 3.3.2. Tailored employability support and careers advice;
  - 3.3.3. Access to education and training opportunities;
  - 3.3.4. Workshops focused on employability and life skills;
  - 3.3.5. Referrals to specialist support services;
  - 3.3.6. Employer engagement activities, including workplace visits and introductions to local businesses.
- 3.4. The Young Adults Employment Hub will cover the whole of the borough and will directly support young people aged 18 and over who are receiving Universal Credit and registered with Aldershot or Farnborough Jobcentres. Referrals will be primarily made through Jobcentre Plus and support focused on helping young adults move towards employment, education or training.
- 3.5. Young people aged 16 and 17 are not expected to be referred from DWP because most will not be Universal Credit claimants. However, where they are not in education, employment or training (NEET), the Council will work closely with Hampshire County Council, local schools, colleges and partner organisations to identify those most in need of support and ensure they are referred to appropriate education, training, careers advice or wider support services.
- 3.6. The Council will work closely with partners on the delivery of this project and has secured support from a several local bodies able to offer specialist advice and guidance. These partners include Citizens Advice Rushmoor, Step by Step, Equal Potential, Farnborough College of Technology, Andover Mind, Incuhive, Karuna Action, Rushmoor Voluntary Services (RVS), and Council departments including Community and Partnerships, and Housing.
- 3.7. Locating the Hub within the Council Offices provides an accessible and cost-effective solution that meets DWP requirements. It also enables young people to access a range of partner services already operating from the building e.g. Citizens Advice, creating a more joined-up approach and simplifying referral processes.
- 3.8. Laptops funded through the UK Shared Prosperity Fund will be made available for participants to develop CVs, search and apply for jobs, undertake online training programmes and access digital support services. Private meeting rooms will also be available for confidential one-to-one support.
- 3.9. The proposed targets for the first 12 months of operation are:
- 3.9.1. 400 young people engaged;
  - 3.9.2. 30% progressing into employment; and
  - 3.9.3. 50% progressing into education, training, work experience or volunteering.

- 3.10. Participants will typically receive support for a minimum of three months and up to a maximum of six months.
- 3.11. As the DWP funding covers staffing costs only, additional activities such as transport, employer visits, accredited training courses and qualifications may require external funding or grant support.
- 3.12. Subject to Cabinet approval, the Council will immediately commence implementation. Recruitment to the two Employment Advisor posts is expected to begin in August 2026, alongside the completion of operational arrangements, partner agreements and workspace preparation. The Hub is expected to become operational by October/ November 2026.
- 3.13. Communications will be critical to successful delivery, ensuring that young people, partners, employers and wider stakeholders understand the support available and how to access it. A clear communications plan will be developed to promote the Youth Hub. This will ensure consistent messaging about the purpose, benefits and opportunities provided by the Youth Hub.

### **Consultation**

- 3.14. The proposal has been developed in partnership with key stakeholders, including the Department for Work and Pensions, Jobcentre Plus, Hampshire County Council and local voluntary, community and education providers.
- 3.15. Discussions have also taken place with existing Youth Hubs in Havant, Southampton, Camberley and Basingstoke to identify good practice and inform the development of the Rushmoor model.

## **4. IMPLICATIONS**

### **Risks**

- 4.1. The principal risk is that programme outputs or outcomes are not achieved, which could impact future funding opportunities. This risk will be mitigated through regular performance monitoring, partnership engagement and effective referral arrangements with Jobcentre Plus and local providers.
- 4.2. There is also a risk that recruitment delays could affect delivery timescales. Recruitment will therefore commence as soon as approval is received.

### **Legal Implications**

- 4.3. There are no direct legal implications arising from the recommendations in this report.

### **Financial and Resource Implications**

- 4.4. The Youth Hub will operate on the basis that costs are contained within the DWP grant and any other external funding secured. The Council will not commit to funding additional activities or ongoing costs unless these are subject to separate approval.

### **Equalities Impact Implications**

- 4.5. An equality impact check found that this proposal would have a positive impact on people with protected characteristics. Therefore, a full assessment is not required.
- 4.6. The proposal is expected to benefit young people who face barriers to employment, including those affected by disability, mental health challenges, low income, social disadvantage or a lack of access to education and training opportunities.
- 4.7. The Hub will improve access to support services and help reduce inequalities in opportunities and outcomes for younger residents across the borough.

### **Other**

- 4.8. The climate change impact assessment identifies an overall medium impact, mainly from additional energy, transport, water and waste associated with staffing, but these impacts are expected to be minor, with a positive social value opportunity through support into green skills and employment.

## **5. CONCLUSIONS**

- 5.1. The Young Adults Employment Hub represents a significant opportunity to improve outcomes for young people across Rushmoor by providing coordinated employment, education and wellbeing support.
- 5.2. The Hub will strengthen local partnership working, improve access to specialist services, and help young people develop the confidence, skills and experience needed to progress into sustainable employment, education or training.
- 5.3. By supporting young people who face barriers to participation in the labour market, the programme will contribute towards reducing economic inactivity, improving life chances and supporting the Council's wider ambition of creating a prosperous and inclusive local economy.

### **CONTACT DETAILS:**

**Report Authors** – Lee McQuade, [lee.mcquade@rushmoor.gov.uk](mailto:lee.mcquade@rushmoor.gov.uk) / Jennifer Upstill [jennifer.upstill@rushmoor.gov.uk](mailto:jennifer.upstill@rushmoor.gov.uk)

**Head of Service** – Tim Mills / [tim.mills@rushmoor.gov.uk](mailto:tim.mills@rushmoor.gov.uk)



## Climate Change Impact Assessment

|                                 |                      |
|---------------------------------|----------------------|
| <b>Project / Proposal Name:</b> | <b>Youth Hub</b>     |
| <b>Date:</b>                    | <b>20/07/2026</b>    |
| <b>Lead Officer:</b>            | <b>Lee McQuade</b>   |
| <b>Service:</b>                 | <b>EPSH</b>          |
| <b>Overall Impact:</b>          | <b>Medium Impact</b> |

| <b>Category</b> |                                           | <b>Impact</b>        | <b>Reason for rating</b>                                                             | <b>Mitigations, opportunities or justifications</b>                                                                                                                                                                                                                                                                                                            |
|-----------------|-------------------------------------------|----------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>        | <b>ENERGY</b>                             | <b>Medium Impact</b> | New Employment Advisors and DWP work coaches will consume energy.                    | The additional employees will be encouraged to minimise energy use by switching off monitors, laptops, lighting and other equipment when not in use, using existing energy-efficient technology, and following existing workplace energy-saving practices. Any increase in energy use is expected to be minor and managed within existing office arrangements. |
| <b>2</b>        | <b>TRANSPORT</b>                          | <b>Medium Impact</b> | New Employment Advisors and DWP work coaches will potentially use their own vehicles | Staff will be encouraged to minimise car use by using public transport, walking, cycling, car sharing and combining trips where possible. Meetings and appointments should be held online where appropriate, and any necessary travel should be planned efficiently to reduce mileage and emissions.                                                           |
| <b>3</b>        | <b>NATURAL ENVIRONMENT / BIODIVERSITY</b> | <b>Nil Impact</b>    | 0                                                                                    | 0                                                                                                                                                                                                                                                                                                                                                              |



|   |                                          |                        |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                   |
|---|------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 | <b>WATER</b>                             | <b>Medium Impact</b>   | New Employment Advisors and DWP work coaches will consume water.                                                                         | The additional employees will be encouraged to use water efficiently e.g. using refillable bottles/cups and following existing workplace water-saving practices. Any increase in water use is expected to be minor and managed within existing facilities.                                                                                        |
| 5 | <b>WASTE &amp; MATERIALS</b>             | <b>Medium Impact</b>   | New Employment Advisors and DWP work coaches will generate waste.                                                                        | The additional employees will be encouraged to minimise waste by using digital documents where possible, avoiding unnecessary printing, reusing materials, and using existing recycling facilities for paper, packaging and other recyclable items. Any additional waste is expected to be minor.                                                 |
| 6 | <b>SOCIAL VALUE &amp; SOCIAL JUSTICE</b> | <b>Positive Impact</b> | Youth Hub clients might be encouraged to undertake green skills development or jobs. Employment will alleviate cost of living pressures. | Social value could be encouraged by signposting Youth Hub clients to green skills training, apprenticeships, volunteering and local employment opportunities, including roles linked to sustainability. Support should be targeted to those facing barriers to work, helping to improve access to jobs, build confidence and reduce inequalities. |
| 7 | <b>ADAPTATION</b>                        | <b>Nil Impact</b>      | 0                                                                                                                                        | 0                                                                                                                                                                                                                                                                                                                                                 |
| 8 | <b>OTHER</b>                             | <b>Nil Impact</b>      | 0                                                                                                                                        | 0                                                                                                                                                                                                                                                                                                                                                 |

**CABINET**

**COUNCILLOR CHRISTINE GUINNESS  
PRIDE IN PLACE / NEIGHBOURHOOD SERVICES  
PORTFOLIO HOLDER**

**4<sup>TH</sup> AUGUST 2026**

**KEY DECISION? YES**

**REPORT NO. OS2622**

## **MOBILE CCTV POLICY**

### **SUMMARY AND RECOMMENDATIONS:**

To enable use of Mobile CCTV cameras in the borough it is appropriate for a policy on their use to be adopted. This report seeks approval of the new Mobile CCTV policy prior to purchase and trial of grant funded units in the borough.

#### **Recommendation:**

That Cabinet is recommended to:

1. Approve the Mobile CCTV policy

## **1. INTRODUCTION**

- 1.1. This report recommends the adoption of a new Mobile CCTV policy for the borough to address antisocial behaviour and fly-tipping hotspots that are otherwise not covered by our existing public space surveillance system.
- 1.2. This is a key decision as mobile CCTV cameras will be used borough wide, so all wards are potentially affected.

## **2. BACKGROUND**

- 2.1. The use of mobile CCTV across Rushmoor will aim to detect and deter antisocial behaviour and increase the opportunity of obtaining evidence for enforcement action.
- 2.2. The council often receive reports of antisocial behaviour or other offences in areas which are not covered by our existing CCTV cameras. These areas can often develop into repeat hotspot areas, causing issues and anxiety for local residents. The council sought SLT approval and successfully applied to the Office of the Police and Crime Commissioner (OPCC) for funding towards mobile CCTV, which was granted in April 2026.

- 2.3. By having a stock of mobile CCTV cameras the council will be able to respond in a timely manner to these issues, increasing the chances of gathering evidence and taking action against perpetrators, whether this be education or enforcement.
- 2.4. The council works with partner agencies including Hampshire and Isle of Wight Constabulary, Housing Associations and local schools to identify perpetrators of antisocial behaviour and other offences, and will do so when evidence is caught on mobile CCTV cameras.
- 2.5. The council often receive requests from other teams or partners for mobile CCTV to assist with local issues.
- 2.6. Use of Mobile CCTV cameras will be governed by strict data protection guidelines, detailed in the policy itself. Cameras will only be deployed in an overt manner, and therefore will not be subject to RIPA.

### **3. DETAILS OF THE PROPOSAL**

#### **General**

- 3.1. The council will purchase an initial mobile CCTV camera as a trial unit. If satisfied with the performance, further similar units will be purchased. Cameras will be solar and battery powered, with footage recorded securely on microSD card. Footage will be accessed via a mobile app on a work device or the microSD card direct.
- 3.2. £12,500 was granted by the OPCC antisocial behaviour fund for this project. This money will fund the purchase of multiple camera units and data costs associated with accessing footage via mobile devices.
- 3.3. Cameras will generally be used on council land, and only on non-council land with the owners permission (e.g. Housing Association, Hampshire County Council). Use of cameras on Hampshire County Council land will incur additional costs for permissions, licences and installation.
- 3.4. Cameras will be operated within the boundaries of the Data Protection Act 2018 and the Human Rights Act 1998. Prior to deployment a Privacy Impact Assessment will be undertaken to ensure that use of a camera is proportionate and justified.
- 3.5. Cameras will be used at hotspots around the borough and deployment will be based on available evidence of an issue, including reports direct to the council or partners and police recorded data.
- 3.6. The Mobile CCTV policy summaries the purposes and objectives of their use, data protection guidelines, monitoring and recording of footage and circumstances whereby footage may be released to a third party.

### **Alternative Options**

- 3.7. The only alternative option is for the council to not purchase mobile CCTV cameras and return the money to the OPCC. This is not the preferred option, given members have often requested mobile CCTV cameras, and SLT gave approval for the initial bid to the OPCC.
- 3.8. Not purchasing cameras will impact the council's ability to deal with antisocial behaviour and other hotspots moving forward.

### **Consultation**

- 3.9. Following requests from multiple parties, including members, Hampshire and Isle of Wight Constabulary, Housing Association and members of the public a funding pot was identified and permission sought from SLT to apply. This was approved, and the bid was successful.
- 3.10. There has been no formal consultation on the use of mobile CCTV cameras.
- 3.11. Cameras will be deployed only following completion of the Privacy Impact Assessment, and there may be occasions where members of the public are consulted or informed prior to deployment. Appropriate signage will accompany deployed cameras in line with statutory requirements.

## **4. IMPLICATIONS (of proposed course of action)**

### **Risks**

- 4.1. There are no risks associated with this report.

### **Legal Implications**

- 4.2. The Council is obliged to work within the relevant legislation when operating CCTV and have regard to the appropriate guidance.

### **Financial Implications**

- 4.3. The Council have received grant funding for this project so there should not be any further financial implications in the medium term. Further funding opportunities will be sought if funding is required in the future.

### **Resource Implications**

- 4.4. Officer resource will be required for the assessment of locations, completion of privacy impact assessments and placement of cameras. This will be managed within existing workloads of the Community Safety and Maintenance teams.

### **Equalities Impact Implications**

- 4.5 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.

#### **Climate Change Implications**

- 4.6 A Climate Change Screening Tool was undertaken and found that a full assessment was not required

#### **Crime and Disorder Implications**

- 4.7 The policy will have a positive impact on crime and disorder throughout the borough, permitting the use of mobile CCTV cameras and improved response to reported hotspots.

### **5 CONCLUSIONS**

- 5.5 To allow the use of Mobile CCTV cameras in the borough it is recommended to Cabinet to approve the proposed policy.

#### **LIST OF APPENDICES/ANNEXES:**

Appendix 1 – Proposed Mobile CCTV Policy

Appendix 2 – Equality Impact Assessment Screening tool

Appendix 3 – Climate Change Impact Assessment Screening tool

#### **BACKGROUND DOCUMENTS:**

List

#### **CONTACT DETAILS:**

**Report Author** – David Lipscombe – [David.Lipscombe@rushmoor.gov.uk](mailto:David.Lipscombe@rushmoor.gov.uk) – 01252 398011

**Head of Service** – David Phillips – [David.Phillips@rushmoor.gov.uk](mailto:David.Phillips@rushmoor.gov.uk) – 01252 398570

## Rushmoor Borough Council Mobile CCTV Camera Surveillance Policy

DRAFT

Version 1 – July 2026

Due for review July 2029

## **1. Introduction**

- 1.1. This policy applies to the use of deployable mobile cameras. These cameras are managed by Rushmoor Borough Council ('the Council') and for which the council acts as the primary data controller and handler. This policy acts separately from all policy, provisions and agreements relating to the council's fixed public space surveillance cameras.
- 1.2. The Council will deploy on as needs basis mobile surveillance cameras across the Rushmoor geographic area to enable the detection, deterrence and investigation of offences and to encourage safety in public places. This policy details the purpose, scope, specifications, and legal basis of the deployable mobile cameras and addresses both the rights of the data controller (the Council) and the data subjects (any individual recorded by this CCTV).
- 1.3. The cameras that will be used will be mobile and their location chosen based on 'hotspot' activity, with data gathered via reports to Hampshire and Isle of Wight Constabulary and direct reports to the council. A record will be kept of the location of camera hardware, including associated warning signage informing the public of their presence.

## **2. Purpose and objectives**

- 2.1. The aim of this project is to utilise mobile cameras across Rushmoor to detect and deter antisocial behaviour, but also to increase the opportunity of obtaining evidence for enforcement action for offences for which the Council is the statutory enforcement authority (fly tipping and litter, dog fouling, general anti-social behaviour, vehicle abandonment, and so on).
- 2.2. The Council has a responsibility to its residents and a statutory duty as an enforcement authority to prevent, investigate and prosecute certain offences within its area of responsibility. A lack of evidence is the most frequent mitigating factor that prevents officers from fulfilling this mandate. The installation of mobile camera units will enable the Council to gather more evidence and will allow investigating officers to fulfil their enforcement role more effectively.

- 2.3. In addition, the means of deterrence created by the presence of the cameras will reduce the level of offending and empower communities to promote a safe and cleaner place to live.

### **3. Camera Deployment and data access**

- 3.1. Cameras are battery and solar powered and can be positioned on suitable structures without any connection to mains. These cameras are overt and will meet the same signage requirements as the council's permanent cameras. These cameras store data onto an encrypted SD card and can only be viewed from a secondary device (e.g mobile phone, laptop) by an authorised council officer.
- 3.2. The cameras, hardware and accessories, data transfer and all associated 'procedures' will be owned and operated solely by the Council, who will be the data controller. It will be managed by an appointed officer(s) (henceforth known as the 'system officer(s)'), who will be the primary point of contact for all matters relating to the system, and will be subject to the supervision of the Council's Data Protection Officer (DPO) in respect of usage.
- 3.3. Access to the images generated by the Council's cameras will be highly restricted. Access will be granted at the discretion of the system officer, in consultation with the DPO and relevant investigating officers. All data produced by the camera systems will be protected by encryption and/or password protection to guard against unauthorised third-party access
- 3.4. The Council is a registered public authority with the Information Commissioner's Office (ICO) (reference Z5918803) and abides by all of its guidelines and regulations.
- 3.5. Deployment locations will be carefully considered and determined based on the frequency of crime and offending in said area (i.e., 'hotspots') including statistical data obtained by public reports and trusted third party intelligence, or upon an incident occurring at or involving an associated address. Locations will change based on evolving patterns of offending and updated intelligence and case progression, or indeed a reduction or ceasing of issues at the associated location(s). It is not envisaged that cameras will be deployed permanently, and there may be periods where the camera units are stored at the council offices.



- 3.6. Structures that cameras will be attached to will be stress tested to ensure that they are suitable locations.
- 3.7. Clear signage will be displayed within the vicinity of every deployment location which will provide basic information on the purpose of data gathering and a contact point within the Council.
- 3.8. The Council has carried out a Data Protection Impact Assessment (DPIA) for this project and a location-based Privacy Impact Assessment will be carried out prior to any individual camera deployment
- 3.9. If a relevant offence(s) is captured by the camera system and relates to their department, other council officers may be granted access to data, subject to the agreement of the system office and DPO.
- 3.10. Should an offence captured on the Council's camera systems be determined by investigating officers to be of a sufficiently serious nature to warrant the involvement of a law enforcement agency, the Council will notify and pass the evidence on to Hampshire and Isle of Wight Constabulary or any other relevant law enforcement body.
- 3.11. Cameras will capture the minimum amount of data possible for the stated purpose of the camera system (the deterrence, investigation, and prosecution of criminal acts), in accordance with the Surveillance Camera Code of Practice's guiding principles. The camera systems will capture visual data (a rapid series of still images and/or video that are triggered by movement in the camera's field of vision). The camera may also capture audio data dependant on circumstances of the deployment.
- 3.12. Sensitive/special category data may be determinable through the images generated by the cameras (for example, an individual's ethnicity may be ascertained from the footage). The lawful basis for processing such data is under UK GDPR Article 9.2(g), which allows for the capture of such data when "processing is necessary for reasons of substantial public interest, on the basis of domestic law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data

subject domestic law”. Prevention and prosecution of crime falls within the definition of the public interest.

#### **4. Use of Cameras on Private Land**

- 4.1. The Council may, in certain circumstances, deploy cameras on private land, with the express permission of the landowner/occupier and with considerations given as to whether there is a pressing and specific need (for example, if a antisocial behaviour is occurring nearby, and this location is deemed most suitable for gathering evidence).
- 4.2. The primary purpose of deploying all camera systems onto private property is the prevention and detection of criminal activity. The Council will, at no point, allow its equipment to be used for reasons outside of this purpose.
- 4.3. The Council remains the sole responsible operator for all of its camera equipment and the sole data owner of the data they produce, regardless of whether it is deployed on private or public land. Landowners/occupiers will at no point be authorised to view any footage captured by cameras deployed on their land and cameras used for this purpose will be subject to the same stringent data security protocols as the council’s other camera systems.
- 4.4. The Council will abide by the ICO’s guidance regarding recording in public and private spaces and will comply with its legal obligations as the data controller.
- 4.5. The Council’s camera operators will, as far as is practicable without compromising the quality of the footage, endeavour to restrict the camera’s field of vision to the authorised private property and to public land.
- 4.6. The Council will use the footage captured on private land to assist in its own investigations or may pass that footage on to the police (depending on the seriousness of the offence). Footage may also be used to inform crime prevention efforts in future,
- 4.7. Footage gathered by the camera systems on authorised private land and public land will be subject to the same data retention protocols as all other footage captured by the council’s other cameras (standard 30 data retention period) and, consequently, may be retained for the purpose of aiding in an ongoing investigation.

- 4.8. Any cameras deployed on to private land will continue to be controlled by the relevant officer(s) and the landowner will agree to hold no influence on the cameras or their usage. Cameras can be removed at any time that the system officer(s) deem appropriate, or when hardware is required elsewhere, however this will be agreed with the landowner as soon as possible.

## **5. Data Encryption**

- 5.1. The cameras use AES-128 encryption or higher. All footage is password protected. The Council will host the system on which data is stored and viewed by investigating officers. Data will only be accessible to authorised personnel. Passwords will be different amongst all cameras to add further security to data theft or breach. Data obtained on the SD card can only be viewed on the camera if a password is entered. Data on the SD card can only be viewed on another device, such as a laptop, if the associated software is present, and where the encryption permissions are approved.
- 5.2. Concerns about any potentially inappropriate use of data can be made [Legal@rushmoor.gov.uk](mailto:Legal@rushmoor.gov.uk)
- 5.3. RBC is the data controller for images produced by the camera systems and will, thus, retain image rights over the data produced.
- 5.4. The quality of the images produced will be of the necessary quality to fulfil the stated goals of this policy.
- 5.5. The improper or unlawful use of the personal data produced by the Council's cameras will not be tolerated by the Council and will be mitigated by staff training, control and monitoring of data access by the system officer and DPO.

## **6. Lawful Basis for Camera Deployment**

- 6.1. The Council has statutory duties under various legislation to combat crime and anti-social behaviour within its district. The Council believes that the installation of surveillance equipment to aid in the combatting of crime and anti-social behaviour will allow it to fulfil this mandate.
- 6.2. Acts relating to the use of Mobile Cameras include, but are not limited to, Environmental Protection Act 1990, the Clean Neighbourhoods and Enforcement

Act 2005, the Refuse Disposal (Amenity) Act 1978, the Anti-social Behaviour, Crime and Policing Act 2014.

- 6.3. The Data Protection Act 2018 grants the Council, as the “competent authority” delegations for enforcement, which may include data processing and management.
- 6.4. The Council is aware of and compliant with its obligations under data protection law, namely the UK General Data Protection Regulation (UK-GDPR) and Data Protection Act 2018 and has procedures and safeguards in place to ensure the responsible and ethical use of data. For further information please see [Data protection - Rushmoor Borough Council](#).
- 6.5. The Council is a registered authority with the Information Commissioner’s Office, and it has appointed a Data Protection Officer (DPO) who is responsible for the oversight of personal data usage, and it is compliant with regulations specified in the Human Rights Act (1998), Freedom of Information Act (2000), and Protection of Freedoms Act (2012), as well as any other legislation pertinent to the responsible handling of sensitive data and the deployment of overt surveillance camera hardware in a public place.
- 6.6. This policy has been developed and informed by guidance from the Information Commissioner’s Office (ICO) and the Biometrics and Security Camera Commissioner (BSCC).

## **7. Release of data**

- 7.1. The system officer, in consultation with the Data Protection Officer and investigating officers, may determine that an action or behaviour captured by the surveillance system should be shared with another relevant agency. Rushmoor Borough Council holds the right to transfer all forms of captured data to the police or any other enforcement officer at the discretion of the council’s investigating officers or upon request by a law enforcement body.
- 7.2. All data gained from any method of surveillance detailed in this policy is subject to the ordinary rights of the public to make a Subject Access Request under the Data Protection Act or Freedom of Information Act 2000. The council will deal

with these requests in alignment with its statutory duties and in coherence with the ICO's guidelines.

7.3. The system officer and/or any relevant investigating officer may allow the controlled release of certain data in the interests of obtaining the identity of any offender(s) whom are under investigation. This can involve sharing isolated data with the public. In these instances, the council will endeavour to isolate or remove or obscure, innocent or irrelevant data from any data being shared..

7.4. Isolated shared data must meet the following criteria:

- An offence or offences are significant enough for the council to believe it reasonable and proportionate to share personal data
- All other methods of identifying the offender(s) have been attempted
- Any associated victim of an offence has been consulted
- Sharing of the data is unlikely to lead to significant public objection
- The impact of sharing the data has been reasonably considered
- Age of the offender will be taken into account where they appear to be under the age of 18.

Once identification has occurred footage will be removed.

7.5. Requests for any data made by a member of the public under either the Data Protection Act 2018 or Freedom of Information Act 2000 should be made to [data.protection@rushmoor.gov.uk](mailto:data.protection@rushmoor.gov.uk).

## **8. Data Retention**

8.1. For the council's Data Protection Policy see, <https://www.rushmoor.gov.uk/dataprotection>.

8.2. The standard period of data retention operated by the Council is 30 days after the initial period of recording. However, officers may elect to retain images under certain circumstances, for example, should an investigation require additional time to conclude. After the initial 30 day period/upon investigation completion, footage will be deleted unless this function has already been carried out manually by an officer.

- 8.3. When data relates to either an internal or external body's investigation, the council may retain data for longer than 30 days, or if there is any likelihood that the data may become a part of a future investigation.
- 8.4. Decisions regarding data retention will be taken by the system officer and/or relevant investigating officer, as well as the DPO.
- 8.5. The Council abides by the ICO's principle of collecting and retaining the minimum amount of data needed in order to fulfil the stated specific mandate and remit of the project and deletes data by which individuals are identifiable as quickly as is practical.

## **9. Complaints Procedure**

- 9.1. To raise any concerns regarding the surveillance detailed in this policy or the data collected by them please first contact the council's data protection team at [data.protection@rushmoor.gov.uk](mailto:data.protection@rushmoor.gov.uk).
- 9.2. If this has not been satisfactory then the council's formal complaints procedure should be followed.
- 9.3. If after following the previous steps, it is believed that the Council's data handling practices do not meet required ethical and legal standards, a complaint can be made to the Information Commissioner's Office by visiting <https://ico.org.uk/make-a-complaint/> or by calling 0303 123 1113.

## **10. Staff Compliance**

- 10.1. All staff involved in the installation, operation, monitoring, and oversight of the Council's surveillance camera systems will be made aware of this policy and their responsibilities under data protection law.
- 10.2. Oversight responsibilities for the ethical and lawful operation of the Council's surveillance camera systems and the correct handling of the data rest with the Data Protection Officer.

## **11. Review**

- 11.1. The Council will review this policy every 3 years.

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## 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                           | Mobile CCTV                                      |
| Reference number (if applicable)          |                                                  |
| Service Area                              | Community Safety / Place Protection / Operations |
| Date screening completed                  | 07/07/26                                         |
| Screening author name                     | David Lipscombe                                  |
| Policy Team sign off                      |                                                  |
| Authorising Director/Head of Service name | David Phillips                                   |



## Please provide a summary of the proposal

Please outline:

- What are the aims / objectives of this proposal?
- Will this deliver any savings?
- What benefits or change will we see from this proposal?
- Which key groups of people or areas of the borough are involved?

The use of mobile CCTV across Rushmoor will aim to detect and deter antisocial behaviour and increase the opportunity of obtaining evidence for enforcement action.

The council often receive reports of antisocial behaviour or other offences in areas which are not covered by our existing CCTV cameras. These areas can often develop into repeat hotspot areas, causing issues and anxiety for local residents. The council sought SLT approval and successfully applied to the Office of the Police and Crime Commissioner (OPCC) for funding towards mobile CCTV, which was granted in April 2026.

The use of Mobile CCTV cameras will impact a broad range of individuals across the borough. Use will be governed by strict data protection guidelines, detailed in the policy itself. Cameras will only be deployed in an overt manner and therefore will not be subject to RIPA.

| Group of people               | Impacted?                                                            |
|-------------------------------|----------------------------------------------------------------------|
| Residents                     | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No |
| Businesses                    | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No |
| Visitors to Rushmoor          | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No |
| Voluntary or community groups | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No |
| Council staff                 | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No |
| Trade unions                  | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No |

|                                   |                                                                      |
|-----------------------------------|----------------------------------------------------------------------|
| Other public sector Organisations | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No |
| Others                            | Please specify:                                                      |

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

|                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Please outline in brief:</p> <ul style="list-style-type: none"> <li>• Who will be impacted? For example, which services, teams, or buildings?</li> <li>• How many staff members?</li> <li>• What will the impact be? (e.g., changes to structure, staffing levels, responsibilities, relocation, or new working methods)</li> </ul> |
| N/A                                                                                                                                                                                                                                                                                                                                    |

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Please outline in brief:</p> <ul style="list-style-type: none"> <li>• Which groups will you consult (residents, staff, other stakeholders)?</li> <li>• Will you collect personal data?</li> <li>• How will you engage (e.g., surveys, focus groups)?</li> <li>• How will you use the feedback?</li> </ul> <p>If no engagement is planned, explain why.</p>                                                                                                                                                                                                                                                                              |
| <p>Following requests from multiple parties, including members, Hampshire and Isle of Wight Constabulary, Housing Association and members of the public a funding pot was identified and permission sought from SLT to apply. This was approved, and the bid was successful.</p> <p>We will engage with other stakeholders regarding deployment location – likely to include Police, Housing Associated, Elected members and members of the public. Their opinions/advice will be sought on deployment locations, following a location being raised as a hotspot through police reports or direct reports to Rushmoor Borough Council.</p> |

We will not generally carry out surveys in relation to where cameras are sited, as the cameras are designed to be deployed rapidly in response to antisocial behaviour hotspots. Cameras will always be used overtly with appropriate signage.

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

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                                                                                                                                                                                          | Positive impact          | Neutral impact                      | Negative impact | Not Sure                 | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------|-----------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Age<br>(for example, young people under 25, older people over 65)                                                                                                                                                 | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> | Potential for mixed perceptions. Some older people may feel reassured by CCTV presence, while younger people may feel disproportionately monitored, including those who are simply present in an area where ASB is occurring. This could be mitigated through clear public messaging, signage, and explanation of purpose etc. |
| Disability<br>(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.) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> | Potentially positive for some disabled people who may feel increased reassurance. However, people with mental health conditions, autism, learning disabilities or sensory sensitivities may experience anxiety about being watched. This could also be                                                                         |

| Protected characteristic                                                                                                                                                                                                                                                                                                                                                                                                                           | Positive impact          | Neutral impact                      | Negative impact | Not Sure                 | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------|-----------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                          |                                     |                 |                          | mitigated through accessible communication, easy-read formats, and language choices                                                                                                                                     |
| Gender reassignment and identity<br>(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)<br>*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. | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> |                                                                                                                                                                                                                         |
| Marriage and Civil Partnership                                                                                                                                                                                                                                                                                                                                                                                                                     | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> |                                                                                                                                                                                                                         |
| Pregnancy and Maternity<br>(Include people who are pregnant in or returning to the workplace after pregnancy. Could also include working parents.)                                                                                                                                                                                                                                                                                                 | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> |                                                                                                                                                                                                                         |
| Race or ethnicity<br>(include on the basis of colour, nationality, citizenship, ethnic or national origins)                                                                                                                                                                                                                                                                                                                                        | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> | In areas with higher proportions of ethnic minority communities, there may be concerns about disproportionate monitoring. Cameras will only be deployed once a privacy impact assessment has been carried out, and only |

| Protected characteristic                                                                                                                                                                                                                                                                             | Positive impact                     | Neutral impact                      | Negative impact | Not Sure                 | Description of the impact (if applicable)<br><i>Consider both direct and indirect impacts when completing this table</i>                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|-----------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                      |                                     |                                     |                 |                          | where proportionate and justifiable.                                                                                                                                                                      |
| Religion or belief<br>(include no faith)                                                                                                                                                                                                                                                             | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> | If cameras are placed near places of worship and concern is raised clear communication on the rationale for placement will be shared along with completion of privacy impact assessment as standard.      |
| Sex<br>(Under the Equality Act 2010 and following the 2025 Supreme Court ruling on 15 April 20205, 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.)         | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Choose an item. | <input type="checkbox"/> | Women and girls who statistically face greater risk of certain crimes may feel reassured, in line with the government drive on tackling Violence against Women and Girls (VAWG)                           |
| Sexual Orientation<br>(Include people from across the LGBTQ+ umbrella, for example, people who identify as lesbian, gay, bisexual, pansexual or asexual.)                                                                                                                                            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> |                                                                                                                                                                                                           |
| Other<br>(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) | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Choose an item. | <input type="checkbox"/> | Across all characteristics, it is important to demonstrate that CCTV use is necessary, proportionate, evidence-based, and deployed consistently. Clear communication with the public is a key mitigation. |

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

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](mailto:Policy@rushmoor.gov.uk) for quality checking by the policy team.

**If required, please continue to the full assessment below.**

# Equalities Impact Assessment: Full Assessment

Before completing this form, you should have filled out an Equality Screening Tool and obtained approval from your Head of Service and the Policy Team. This Equality Impact Assessment should be completed if the Screening Tool identifies a potentially negative impact on one or more specific groups or there is a large-scale proposal or impact. It can also be used to highlight positive impacts.

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.

If unsure, contact the Policy Team.

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.

Summary of proposal

|                                  |  |
|----------------------------------|--|
| Name of Project                  |  |
| Reference number (if applicable) |  |
| Service Area                     |  |
| Date assessment completed        |  |

Before completing the EIA, please read the guidance and FAQs. For further help and advice please contact [Policy@rushmoor.gov.uk](mailto:Policy@rushmoor.gov.uk)





## 1. Please provide a summary of the proposal.

Please provide:

- How the service works now (if relevant) and what changes are being suggested.
- Who will benefit from the proposal and what the results will be.
- Any savings the proposal might bring.

## 2. What impact will this change have on different groups of people?

This section of the assessment examines the broad impacts of the proposed changes on different groups, such as service users, local communities, and businesses.

### 2A. Who will your proposal impact?

Please consider:

- Will the impact mostly affect people outside the council, inside, or both?
- Who will be affected – residents, service users, local communities, businesses, visitors, or others? The effect on staff will be looked at separately.
- What will the impact be – for example, less access to services or travel disruptions?

## 2B. What impact will this change have on staff?

Please consider:

- Who will be impacted? For example, which services, teams or buildings? How many staff?
- What will the impact be? For example, changes to structure, reporting lines, staff levels, responsibilities, location, access to services, new working methods, or development opportunities.

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

This section of the assessment looks in detail at the likely impacts of the proposed changes on different sections of our diverse community.

### 3A. What data have you used to assess impacts?

Please provide:

- Details of the evidence used to check the impact on people with protected characteristics and disadvantaged groups (see guidance for help).
- A breakdown of service user details, if possible.
- A short summary of what the findings mean.

### 3B: Assessing the Impacts on People with Protected Characteristics and Disadvantaged Groups in the table below.

Please first select whether the potential impact is positive, neutral, or negative, and then provide details of the impacts and any mitigations or positive actions you will put in place.

Please use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics.

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics compared to others.

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics compared to others.

*When completing this table, please consider both direct and indirect impacts. Indirect impacts may not be intentional but could still affect people with protected characteristics differently. For example, a gambling policy may indirectly impact men (who are more likely to experience problem gambling) and women (who are more likely to be affected by someone else's gambling).*

| Characteristic or group                                                                                                                                                                                           | Positive/ Neutral/ Negative | What are the positive and/or negative impacts? | How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Age<br>(for example, young people under 25, older people over 65)                                                                                                                                                 | Choose an item.             |                                                |                                                                                                                                                                   |
| Disability<br>(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.) | Choose an item.             |                                                |                                                                                                                                                                   |

| Characteristic or group                                                                                                                                                                                                                                                                                                                                                                                                                                        | Positive/ Neutral/ Negative | What are the positive and/or negative impacts? | How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Gender reassignment and identity<br/>(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)</p> <p>*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.</p> | Choose an item.             |                                                |                                                                                                                                                                   |
| Marriage and Civil Partnership                                                                                                                                                                                                                                                                                                                                                                                                                                 | Choose an item.             |                                                |                                                                                                                                                                   |



| Characteristic or group                                                                                                                                       | Positive/ Neutral/ Negative | What are the positive and/or negative impacts? | How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Pregnancy and Maternity</p> <p>(include people who are pregnant in or returning to the workplace after pregnancy. Could also include working parents.)</p> | Choose an item.             |                                                |                                                                                                                                                                   |
| <p>Race or ethnicity</p> <p>(include on the basis of colour, nationality, citizenship, ethnic or national origins)</p>                                        | Choose an item.             |                                                |                                                                                                                                                                   |

| Characteristic or group                                                                                                                                                                                                                                                                        | Positive/ Neutral/ Negative | What are the positive and/or negative impacts? | How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Religion or belief<br>(include no faith)                                                                                                                                                                                                                                                       | Choose an item.             |                                                |                                                                                                                                                                   |
| Sex<br><br>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.) | Choose an item.             |                                                |                                                                                                                                                                   |

| Characteristic or group                                                                                                                                                                                                                                                                                        | Positive/ Neutral/ Negative | What are the positive and/or negative impacts? | How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Sexual Orientation</p> <p>(Include people from across the LGBTQ+ umbrella, for example, people who identify as lesbian, gay, bisexual, pansexual or asexual.)</p>                                                                                                                                           | Choose an item.             |                                                |                                                                                                                                                                   |
| <p>Other</p> <p>(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)</p> | Choose an item.             |                                                |                                                                                                                                                                   |





#### 4. How do you plan to mitigate negative impacts?

Please provide:

- An outline of actions and the expected outcomes
- Any governance and funding which will support these actions if relevant

#### 5. Please provide details of your consultation and/or engagement plans.

Please provide:

- Details of what steps you have taken or plan to take to consult or engage the whole community or specific groups affected by the proposal.
- Who has been or will be consulted or engaged with?
- Methods used or that will be used to engage or consult.
- Key findings or feedback (if completed)

If you are planning or completing key strategic participation and engagement work or if you need guidance and support, please get in touch with the communications team [communications@rushmoor.gov.uk](mailto:communications@rushmoor.gov.uk)

If you have **not** completed any engagement activity and do not plan to, you should outline why this decision has been made.

## 6. Once the proposal has been implemented, how will impacts be monitored and reviewed?

Please provide details in the table below.

| Action | Responsible team or officer | Deadline |
|--------|-----------------------------|----------|
|        |                             |          |
|        |                             |          |
|        |                             |          |
|        |                             |          |

Please send the completed EIA to [Policy@rushmoor.gov.uk](mailto:Policy@rushmoor.gov.uk) for quality checking by the policy team. All Equality Impact Assessments must be attached with any report to a decision-making board and should be made publicly available on request.



This Equality Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.

| Member                            | Name | Signed | Date |
|-----------------------------------|------|--------|------|
| Staff member completing this form |      |        |      |
| Policy Team                       |      |        |      |
| Director or Head of Service       |      |        |      |





# CCIA – Screening Tool

The Climate Change Impact Assessment (CCIA) Screening Tool should be undertaken for any new proposal. It helps staff to understand if there could or will be any positive or negative impacts relating to climate change within their proposal, whilst ensuring a full assessment isn't required for no/low-impact proposals.

A full CCIA is required if the screening tool shows there to be a positive or negative impact on either the Council's Operational Carbon Footprint and/or within one of the seven categories.

## Project Summary

|                                  |                                                                                                                                                                     |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name of Project:</b>          | Mobile CCTV                                                                                                                                                         |
| <b>Brief Summary of Project:</b> | The use of mobile CCTV across Rushmoor will aim to detect and deter antisocial behaviour and increase the opportunity of obtaining evidence for enforcement action. |
| <b>Date Completed:</b>           | 07/07/26                                                                                                                                                            |
| <b>Completed by:</b>             | David Lipscombe                                                                                                                                                     |
| <b>Service:</b>                  | Community Safety / Place Protection / Operations                                                                                                                    |

## How to use the Screening Tool

For each question, select Yes, No, or Unsure (select one option per row):

- Select **Yes** where the proposal is likely to have a meaningful positive or negative climate change impact, including any change to emissions, resource use, climate resilience or environmental outcomes. Select Yes only where the impact is likely to be more than negligible i.e. it:
  - Will or could affect more than a small activity  
OR
  - Lasts beyond the short-term and has an ongoing or long-term effects  
OR
  - Results in a meaningful increase or decrease

- Select **No** where there is no expected impact that you are aware of or the impacts are minor or negligible.
- Select **Unsure** where further information is needed.

## 1. Will the proposal have an impact on the Council's Operational Carbon Footprint?

Will the project involve any activity that could have an impact on the reported operational emissions by Rushmoor Borough Council? This would be a reduction or increase on any of the categories below:

| Scope             |                                                                                             | Yes | No | Unsure |
|-------------------|---------------------------------------------------------------------------------------------|-----|----|--------|
| Scope 1 Emissions | Natural gas usage (e.g. heating Council-owned buildings)                                    |     | X  |        |
|                   | Council's fleet (vehicle mileage or fuel)                                                   |     | X  |        |
| Scope 2 Emissions | Purchased electricity usage                                                                 |     | X  |        |
| Scope 3 Emissions | Staff business travel (personal vehicle use for business purposes, rail / public transport) |     | X  |        |
|                   | Water usage (e.g. within Council buildings)                                                 |     | X  |        |
|                   | Waste volumes (including refuse collections)                                                |     | X  |        |
|                   | Contractor vehicle mileage                                                                  |     | X  |        |

## 2. Will the proposal have an impact on any of the following areas?

If unsure then refer to the considerations document for more potential impacts within this category to assess if the project or proposal would have an impact in this area.

| Category                           |                                                                                                              | Yes | No | Unsure |
|------------------------------------|--------------------------------------------------------------------------------------------------------------|-----|----|--------|
| Energy                             | Will this project increase or decrease energy use?                                                           |     | X  |        |
|                                    | Will this involve building heating, lighting or site/service wide equipment changes?                         |     | X  |        |
| Transport                          | Will this change travel patterns for staff, contractors, residents or visitors?                              |     | X  |        |
|                                    | Will this involve vehicles, including the Council's fleet, contractors' vehicles, site visits or deliveries? |     | X  |        |
| Natural Environment & Biodiversity | Could this affect green spaces, trees, habitats or biodiversity?                                             |     | X  |        |
|                                    | Does this involve land use, landscaping or outdoor works?                                                    |     | X  |        |

|                                           |                                                                                                                                                    |  |   |  |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--|---|--|
| <b>Water</b>                              | Will this change water use or water efficiency?                                                                                                    |  | X |  |
|                                           | Will this improve or reduce water quality?                                                                                                         |  | X |  |
| <b>Waste &amp; Materials</b>              | Will this project increase or decrease waste?                                                                                                      |  | X |  |
|                                           | Will this involve procuring products or materials ?                                                                                                |  | X |  |
| <b>Social Value &amp; Climate Justice</b> | Could this improve outcomes, put increased pressure on, or otherwise affect vulnerable residents to the impacts of climate change?                 |  | X |  |
|                                           | Does the proposal have social value initiatives related to climate change or the natural environment, including education, or green skills & jobs? |  | X |  |
| <b>Adaptation</b>                         | Could climate change affect this project, e.g. extreme weather: flooding, heat or drought, or service disruption?                                  |  | X |  |
|                                           | Does the project increase or reduce resilience to climate risks?                                                                                   |  | X |  |
| <b>Other</b>                              | Are there any other positive or negative impacts that may arise from this project, e.g. emissions offsetting?                                      |  | X |  |

## Is a Full CCIA Assessment Required?

If you have answered **UNSURE** for any questions:

- Read through the consideration prompts to get a better understanding on whether to decide if it would be a YES or NO
- Then proceed once this has been established.

If all answers are **NO**, a full CCIA is not needed.

- The following wording can be used in the Climate Change Implications section in the Cabinet Report:
- *A Climate Change Screening Tool was undertaken and found that a full assessment was not required.*

If any answers are **YES**:

- A full CCIA assessment is required.
- This should be done using the [CCIA Matrix Tool].



- Please note that whilst we would advise you to familiarise yourself with each category to fully determine climate impacts, it is likely that you will only need to fill in the categories highlighted from the categories above. For example, if you answered yes to only questions in energy and transport, you would likely only fill these in within the full assessment.

**CABINET**

**COUNCILLOR SOPHIE PORTER  
HEALTHY COMMUNITIES & ACTIVE LIVES  
PORTFOLIO HOLDER  
REPORT NO. ED2614**

**4<sup>TH</sup> AUGUST 2026**

**KEY DECISION YES**

## **WAVELL 3G PITCH – FOOTBALL FOUNDATION APPLICATION**

### **SUMMARY AND RECOMMENDATIONS:**

The purpose of this report is to seek Cabinet approval for the Council to provide partnership funding towards a third generation (3G) artificial grass pitch at Wavell School. Wavell is seeking a main grant from the Football Foundation, and the Council's contribution will form part of the required local partnership funding.

This report recommends that Cabinet approve a Council contribution of £150,000 towards Wavell School's 3G pitch project.

### **Recommendation**

Cabinet is asked to note the findings of this report and approve:

- A Council contribution of £150,000 subject to the project securing Football Foundation funding and confirmation of a minimum of £100k direct partnership funding from Wavell School.
- The use of the balance of the Council's Community Recovery Fund (£85k) and a further £65,000 from the Council's Capital Receipts.

## **1. INTRODUCTION**

- 1.1. This report seeks Cabinet approval for a £150,000 funding contribution towards Wavell School's application to the Football Foundation for a new third generation (3G) pitch.
- 1.2. Wavell School is applying to the Football Foundation (FF) for funding to construct a 3G artificial grass pitch. Wavell is contributing a minimum of £100k and seeking a partnership contribution of £150K from the Council to support the Football Foundation application.

## **2. BACKGROUND**

- 2.1. Provision of a 3G artificial grass pitch at Wavell School is listed as a priority in the Rushmoor Playing Pitch Strategy (PPS) - 2025 [ADOPTION OF A NEW PLAYING PITCH STRATEGY.pdf](#) and Rushmoor Local Football Facilities Plan (LFFP) (updated in 2025).

- 2.2. Rushmoor's LFFP, developed in partnership with Hampshire FA and Football Foundation (FF), highlights potential priority projects for FF investment.
- 2.3. The LFFP highlights the need for more 3G pitches and confirms the findings of the PPS that there is a huge demand for 3G pitches in Rushmoor, which far exceeds the supply for clubs and community groups.
- 2.4. The proposal directly supports the Council's ambitions to improve health and wellbeing, increase participation in sport and physical activity, and strengthen community resilience through sport.

### **3. MAIN SUBJECT**

#### **General**

- 3.1. The project represents a significant investment in community sport and health and directly supports the priorities identified within the Rushmoor Playing Pitch Strategy (PPS). The facility will substantially increase the availability of accessible sports provision across the borough and help address the identified shortfall in playing pitch capacity.
- 3.2. The Football Foundation's investment in grassroots facilities is based on a funding model of a 65 -70% grant from the Foundation paired with 30-35% contributions from local partners. The Council's proposed contribution could unlock substantial external investment and provide a much-needed community sports facility.
- 3.3. The proposal directly supports the Council's priorities for Community and Wellbeing and its ambitions to help residents lead healthy and active lives by providing access to opportunities to exercise and be active. The proposal will provide an additional leisure facility and further enhance health and wellbeing, and participation in sport and physical activity, whilst strengthening community resilience.
- 3.4. Wavell School is well located in the centre of Rushmoor and accessible to communities across the borough. The proposed £150k Council contribution reflects the school's positive approach to community access and its successful track record of supporting local clubs and community groups.
- 3.5. The project has been developed in conjunction with Community partners including Rushmoor Community Football Club, the Shots Foundation and other community groups. As part of the application to the Foundation the school will develop a community usage programme which will include opportunities for local clubs and community organisations and maximise project outcomes.
- 3.6. Wavell has launched 'Pitch In' [The Wavell School - Pitch In -3G Pitch Fundraising](#) - a campaign to fundraise towards the Pitch. The 'Pitch In'

campaign also incorporates community engagement events to include and empower the local community to be part of the project.

- 3.7. The application to the Foundation will be subject to a stringent community usage agreement to ensure the facility is available to local clubs, community organisations and residents during evenings, weekends and school holidays.

## **Timescales**

- 3.8. A Planning application to Rushmoor was validated on 8<sup>th</sup> May and a decision is expected in the summer of 2026. [26/00225/FULPP | Replacement of existing natural grass pitch with a floodlit 3G artificial grass pitch \(AGP\) with perimeter fencing, floodlighting, access pathways and associated ancillary works including relocation of existing sports facilities | The Wavell School Lynchford Road Farnborough Hampshire GU14 6BH](#)
- 3.9. It is expected that Wavell will submit the funding application to the Football Foundation in October. At this stage, the application will need to demonstrate confirmed partnership funding and community usage.
- 3.10. The Football Foundation Grant Panel is expected to consider the application in early 2027. If the application is successful, work will commence in summer 2027 with the aim of the 3G being available for use from September 2027.

## **4. IMPLICATIONS**

### **Risks**

- 4.1. The Project is dependent on a successful grant approval from the Foundation. The Council's proposed investment is a partnership funding contribution intended to support the wider application to the Football Foundation. However, without the Council support, the project is highly unlikely to secure Football Foundation funding.
- 4.2. There is a risk that supporting Wavell's project could set expectations for the Council to provide similar levels of funding for future projects. The case to support this project is particularly strong given it will deliver a community facility in a central location and leverage significant investment. Wavell's established partnership working, commitment to community access and level of funding contributed by the school provide further justification for Council support.
- 4.3. The final project costs are to be confirmed and so there is a risk that the project could require further financial support if total project costs are higher than expected. There is also a potential risk around maintenance and replacement liabilities. However, this will be mitigated through clear funding conditions including confirmation of partnership funding and agreement that the Council's £150,000 contribution is the maximum available. The Football Foundation's grant conditions include the requirement for a Pitch

Replacement Fund (PRF) which will cover the replacement costs and safeguard against further requests for Council funding.

- 4.4. The Football Foundation grant terms and conditions apply for a 21-year period from date of grant award. This includes the standard grant condition that would require Wavell to pay into a PRF on a quarterly basis, using income from the 3G pitch. This will ensure that funds will be in place for any future carpet replacement negating the need to seek further financial support from the Council in future years. The PRF is monitored by the Football Foundation's Post Award Team.

### **Legal Implications**

- 4.5. The Council's contribution is subject to confirmation of funding from the Football Foundation and the partnership contribution from Wavell School.
- 4.6. As the grant applicant, Wavell are fully responsible for maintaining the community usage programme. This will be closely monitored by the Foundation post award team who will ensure the project is meeting its targets including commitments to community usage.

### **Financial and Resource Implications**

- 4.7. The Project is based on Wavell securing funding from the Football Foundation.
- 4.8. It is proposed that the Council contributes funding as follows:
- The remaining balance of the Community Recovery Fund - £85K
  - The balance through the Council's Capital Receipts- £65k
- 4.9. The Community Recovery Fund was established to support projects that strengthen communities, improve wellbeing and create lasting benefits following the impacts experienced by local communities in recent years. The proposed investment is fully aligned with these objectives, creating a long-term community asset that promotes health, social inclusion and community participation.
- 4.10. The Council's contribution would be subject to Wavell securing a minimum of £100k partnership funding. The £150k is the Council's maximum contribution and further requests for funding will not be considered.
- 4.11. Current Capital Receipt balances stand at £3.7m as at 31<sup>st</sup> March 2026.

### **Equalities Impact Implications**

- 4.12. The 3G will have a positive impact by increasing community access to a high-quality sports facility. The facility will support participation by children and young people, women and girls, diverse communities, low socio-

economic groups, people with a disability and or long-term health condition and other groups who may experience barriers to participation.

### **Climate Impact Implications**

- 4.13. Biodiversity Net Gain (BNG) will be successfully delivered within the site boundary. To achieve the required 10% Biodiversity Net Gain, the project will enhance modified grassland to neutral grassland and mixed scrub and improve woodland areas to moderate condition. Additionally, 21 new trees will be planted to support biodiversity objectives, alongside long-term habitat management and monitoring.
- 4.14. Energy-efficient LED floodlighting with appropriate controls will minimise electricity consumption, reduce carbon emissions and limit unnecessary light usage.

## **5. CONCLUSIONS**

- 5.1. The project will secure a significant investment into Rushmoor and provide a much-needed additional leisure facility for wider community use helping to support the Council's priorities for Community & Wellbeing: Active lives, Healthier and stronger communities.
- 5.2. Cabinet is recommended to approve a maximum Council contribution of £150,000 towards Wavell's 3G pitch subject to Football Foundation funding and Wavell partnership funding.
- 5.3. Cabinet is asked to approve the use of £85k from Community Recovery Fund and £65k from the Council's Capital Receipts to support the project.

### **CONTACT DETAILS:**

**Report Author** – Emma Lamb [emma.lamb@rushmoor.gov.uk](mailto:emma.lamb@rushmoor.gov.uk)

**Head of Service** – Karen Edwards [Karen.edwards@rushmoor.gov.uk](mailto:Karen.edwards@rushmoor.gov.uk)

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