

CABINET

**COUNCILLOR GARETH WILLIAMS
LEADER OF THE COUNCIL**

22 APRIL 2025

KEY DECISION? YES

REPORT NO. ACE2507

COUNCIL DELIVERY PLAN 2025/26

SUMMARY AND RECOMMENDATIONS:

This report presents the Council Delivery Plan for 2025-26. The plan sets out the Council's priorities and the key projects and activities the council will take over the next year that contribute towards delivering the new strategic priorities.

Cabinet is asked to:

- Agree the refreshed priorities as set out below, following the decision to include Hampshire in the priority programme for devolution.
- Agree to bring forward annual Delivery Plans over the next three years.
- Recommend approval of the Council Delivery Plan for 2025-26 to full Council.

1. INTRODUCTION

- 1.1 This report presents the Council Delivery Plan for 2025-26 attached in Annex 1. The draft plan sets out the council's priorities and key projects / activities the council will take over the next three years.
- 1.2 The Plan is structured across five themes:
- Skills, Economy, and Business.
 - 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. BACKGROUND

- 2.1 In November 2024, the Cabinet agreed the strategic priorities for the Council, to bring forward a delivery plan for the coming year and to develop a new vision and Council Plan ([Report ACE2416](#)).

- 2.2 The Government released the [English Devolution White Paper](#) in December 2024 which set out the government's plans to widen and deepen devolution across England, providing mayors with unprecedented powers and funding and hardwiring them into the way government works.
- 2.3 The Government asked local authorities to express an interest in being included on the priority programme for devolution. The local authorities in Hampshire and the Solent expressed an interest and in January 2025 the Government announced that they have been included in the Devolution Priority Programme.
- 2.4 Devolution would create one large strategic authority for the whole of Hampshire and the Isle of Wight, led by an elected mayor, with greater control over important areas for the region, such as economic growth, transport planning, infrastructure investment and skills development. Elections for the Mayor are due to take place in May 2026.
- 2.5 Alongside its devolution programme, the government has said it also expects to see wider local government reorganisation over time, with district councils, such as Rushmoor Borough Council, joining forces with others to create larger, unitary councils. This is likely to happen in 2027 to 2028. [Cabinet approved](#) the submission of an interim local government organisation plan to government on the 20 March 2025.

3. DETAILS OF THE PROPOSAL

Changes to the priorities

- 3.1 Given the plans for local government reorganisation, the strategic priorities agreed at Cabinet in November have been refreshed.
- 3.2 While the majority have remained unchanged, one of the priorities was to refresh the Councils long term vision. Reference to this has now been removed and work to advocate the best outcome for Rushmoor residents from devolution and Local Government Reorganisation, has been included.
- 3.3 Given the likelihood of local government reorganisation, it is proposed that the Council does not develop a new Council Vision or multi-year Council Plan. Instead, it will bring forward annual Delivery Plans during the potential transition period to merging into a unitary council. This will allow the Council to adapt its work programme in response to the changing environment.

General

- 3.4 The Council Delivery Plan (Annex 1) provides a focus for the Council's activities and services by outlining the council's priorities for the next year. The Council priorities are under five themes:

- **Skills, Economy, and Business.**
 - Promote access to skills, development and training so residents can be part of a thriving local economy.
 - Work with businesses to attract and retain jobs, through active place-making and targeting of key industries.
 - Promote the development of Rushmoor's towns to meet the needs of business and residents, partnering with experts to deliver strategic transformation of town centres and neighbourhoods.

- **Homes for All: Quality Living, Affordable Housing.**
 - Improve social housing performance through more active engagement with providers.
 - Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards.
 - Provide good quality temporary accommodation.
 - Make it easier to understand how the Council allocates social housing.
 - Progress a new Local Plan that maximises delivery of new homes.
 - Regenerate Council-owned brownfield land with new and affordable homes

- **Community and Wellbeing: Active Lives, Healthier and Stronger Communities.**
 - Ensure all residents have access to opportunities for physical exercise including a new leisure centre in Farnborough.
 - Enable a programme of community and cultural activities that engages everyone.
 - Address health inequalities through partnerships with providers and other local authorities.
 - Work with partners to improve access to and awareness of mental health support.

- **Pride in Place: Clean, Safe and Vibrant Neighbourhoods.**
 - Cleaner streets – implement initiatives to reduce flytipping.
 - Cabinet Pride in Place champion to encourage local, cleaner streets projects.
 - Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour.

- **The Future and Financial Sustainability.**
 - Achieve the best outcome for Rushmoor residents and business through Devolution and Local Government Reorganisation.
 - Deliver a refreshed and more ambitious Climate Change Action Plan.
 - Implement processes and monitoring to ensure accountability for the delivery plan is clear and progress is regularly reviewed, with actions taken to manage any variances.
 - Achieve financial sustainability through delivery of the Financial Recovery Plan.

- Ensure a culture of continuous improvement through delivery of the Corporate Peer Challenge recommendations and actions.

Monitoring of the Plan

- 3.5 The Council's Performance Management Framework will be updated in line with the Delivery Plan over the next few weeks. This will monitor delivery of planned activity, achievement of project output targets, and changes to outcome indicators showing impact in the borough.
- 3.6 Each quarter the Council Delivery Plan monitoring report is reported to Cabinet setting out the progress against the key projects/activities, the key output and outcome indicators and service performance measures. This is accompanied by an update on the Council's Risk Register that may include issues that relate to the Council Delivery Plan.

Alternative Options

- 3.7 The Council could continue with the current Council Business Plan which covers the period between 2023 – 2026. This was not considered appropriate due to changes in the Council priorities and the significant changes impacting the Council both internally and externally.

Consultation

- 3.8 The priorities were shaped using information and data from the Council's annual residents survey which was carried out in the summer 2024. The next residents' survey will be carried out in summer 2025.

4. IMPLICATIONS

Risks

- 4.1 Risks to the delivery of the Council Delivery Plan will be recorded and reported in line with the Council's Risk Management Policy. The development of the Council Plan 2025/26 has been informed by the Council's risk register.

Legal Implications

- 4.2. Within any Council Delivery Plan, the Council is under a duty to provide a wide variety of statutory services to the public. For discretionary services, the Council must ensure that it has legal powers to carry out that service and determine on what cost basis. There is separate legislation, policy and guidance which covers each individual service area. The Council must consider the Equality Act 2010 and the impact of any new proposal on its community and residents.

Financial Implications

- 4.3. No direct financial implications are identified from this report, however quality performance management throughout the financial year supports the council in

the delivery of services to budget. Through good management the council can support the achievement of value for money when utilising public funds.

- 4.4. Having a clear forward plan will provide a stable base for decision making going forward and enable decision making to ensure the best value for money is achieved by the council.

Resource Implications

- 4.5. The resource implications of the Council Delivery Plan have been considered in line with the Council's budget setting process for 2025/6.

Equalities Impact Implications

- 4.6. A full equality impact assessment has been conducted (see Annex 2). This shows a positive impact on people with protected characteristics relating to age, race or ethnicity, religion or belief, and other vulnerable groups. No negative impacts on people with protected characteristics have been identified. The Council will continue to monitor delivery plan activities through its performance management framework.

5. CONCLUSION

- 5.1 The refreshed priorities and the Plan reflects the Council's ambitions for the Borough, by identifying key projects and activities to be delivered over the next year as the Council moves towards local government reorganisation.
- 5.2 The Cabinet is asked to recommend approval of the Council Delivery Plan 2025-26 to full Council.

LIST OF APPENDICES/ANNEXES:

Annex 1: Council Delivery Plan 2025/26

Annex 2: Equality Impact Assessment

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Council Delivery Plan

2025-2026



Introduction

Welcome to the Rushmoor Borough Council Delivery Plan for 2025/26.

I know that, as residents of Farnborough and Aldershot, you want a Council that puts accountability and transparency at its heart. You are rightly proud of our towns, but you want to see that reflected in your day-to-day experience of living here; having well-paid jobs, decent homes, safe and clean streets, and a vibrant, active and engaged community. You also want the Council to prioritise a new leisure centre and the regeneration of our town centres.

As the first stage of delivering on these aims, in November 2024 the Cabinet agreed the Council's priorities for 2025/26:

- Skills, Economy, and Business
- 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

In addition to these priorities, we will make sure that sustainability, diversity, and inclusion are at the heart of all we do.

Over the next three years, district and county councils will be replaced by several unitary councils in Hampshire. This will help us deliver more sustainable and higher quality public services for our residents, with greater accountability and less duplication.

Meanwhile, the Council is committed to delivering for the people of Rushmoor, and to engaging widely with residents on the services you need and representation you want to see on any new authority.

As part of our commitment to accountability, you can see how the Council is performing in delivering this plan, in our quarterly monitoring reports.

Leader - Gareth Williams



Skills, Economy and Business

The Council will focus on growth and investment into Aldershot and Farnborough to drive forward the vision for our towns as a recognised destination for business and an economic hub for defence, aerospace and technology. It will meet the needs of businesses and residents by regenerating our town centres and offering more skills-based learning opportunities to deliver increased employment and careers. This means working with business, education institutions, experts and partners to help develop a skills offer and town centre transformation programme.

The Council will continue work with businesses to boost local jobs, including encouraging new companies to set up in Rushmoor, highlighting the many benefits the area has to offer, so local people can benefit from a strong local employment and economy.

Priorities

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

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

Promote the development of Rushmoor's towns to meet the needs of businesses and residents, partnering with experts to deliver strategic transformation of town centres and neighbourhoods.



Priorities and key activities	Outcomes and key measures of success
<p>Promote access to skills, development and training so residents can be part of a thriving local economy by:</p> <ul style="list-style-type: none"> • Delivering projects, events and engagement activities which help residents to access local training and employment opportunities. It will develop new Employment and Skills Plans with property developers to increase these opportunities, also involving local educational institutions • Working with local businesses and partners on skills needs and gaps and, with their support, developing a business-led skills offer. This will develop skills that businesses need through the Rushmoor Employment and Skills Network and Get Britain Working Plan with Hampshire County Council • Engaging with young people to encourage their aspirations and elevate career opportunities as part of our Young People's Plan. • Publishing its skills offer, careers, business support and events in an accessible and engaging way online to ensure greater awareness and take-up of opportunities and to help connect local people with businesses and educational institutions 	<ul style="list-style-type: none"> • Positive feedback on our impact on skills development, job prospects and educational opportunities • Increased involvement of businesses in training and skills development • Increased further and higher education institutions activity focused on skills development for employment
<p>Work with businesses to attract and retain jobs, through active place-making and targeting of key industries by:</p> <ul style="list-style-type: none"> • Developing place narratives for Aldershot and Farnborough to increase investment, footfall, and pride in our town centres • Producing sector development plans and setting up a business forum to drive forward the vision for our towns as an economic hub for defence, aerospace, and technology businesses, with more opportunities for improving skills and creating better jobs for local people • Facilitating business networking opportunities with local partners, including businesses and aligned groups, and support businesses by providing one-to-one business advice and training • Providing and preserving high-quality employment land and spaces that meet business needs and attract target sectors 	<ul style="list-style-type: none"> • Develop place narratives, develop sector development plans and establish business forums by summer 2025 • Forum members report positive feedback on difference to their work and productivity • Increased number of businesses supported • Increased level of inward investments and new jobs
<p>Promote the development of Rushmoor's towns to meet the needs of businesses and residents, partnering with experts to deliver strategic transformation of town centres and neighbourhoods by:</p> <ul style="list-style-type: none"> • Regenerating Farnborough town centre with a new town square with outdoor seating and event space, releasing land for development, and complementing development of the leisure centre with private and public investment • Building on the successful delivery of the Union Yard project and working with landowners in Aldershot town centre to unlock and realise further regeneration opportunities • Implementing measures to improve footfall and the retail environment of Aldershot, Farnborough and North Camp town centres • Delivering a diverse events programme and encouraging and supporting external event organisers to run more events in the borough • Encouraging artists, creatives and cultural organisations to apply for relevant funding to increase the number of diversity of events in the borough 	<ul style="list-style-type: none"> • Town centre square completed by the end of May 2025 • Increased satisfaction with the town centres • Increase in town centre footfall • Increased attendance at town centre events • Increased satisfaction with cultural activities and events



Homes for All: Quality Living, Affordable Housing

The Council knows how important it is for local people to have decent homes. It is actively engaging with social housing providers to improve their performance locally.

It will make it easier to understand how social housing is allocated and provide good quality temporary housing to those most in need. If you rent privately, the Council wants to make sure your home is well-maintained and will act where it is not.

In the longer term, the Council will progress a new Rushmoor Local Plan that maximises the delivery of new homes and use Council-owned brownfield land to provide new affordable homes.



Priorities

Improve social housing performance through more active engagement with providers.

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

Provide good quality temporary accommodation.

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

Progress a new Local Plan that maximises delivery of new homes.

Regenerate council-owned brownfield land with new and affordable homes.



Priorities and key activities	Outcomes and key measures of success
<p>Improve social housing performance through more active engagement with providers by:</p> <ul style="list-style-type: none"> • Actively engaging with local social housing providers to improve the quantity and quality of social housing • Discussing the barriers and issues with improving quality of local homes with the larger local social housing providers and other landlords • The Overview and Scrutiny Committee increasing the number of local social housing providers it scrutinises each year 	<ul style="list-style-type: none"> • Reduction in the number of social housing complaints reported to the Housing Ombudsman • Increased number of notices issued by the Council • Reduction in the number of private sector complaints • Reduction in the proportion of social housing and private rented properties failing to achieve the Decent Homes Standard
<p>Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards by:</p> <ul style="list-style-type: none"> • Engaging local private sector landlords to provide advice and raise awareness on local issues • Taking enforcement action about serious housing condition problems and aiming to be early adopter of the powers in the Renters Rights Bill that will improve our ability to address issues with housing conditions 	<ul style="list-style-type: none"> • Increase in the proportion of social housing and private rented properties achieving EPC C • Increase in the number of local social homes • Reduction in the proportion of residents who believe affordable decent housing needs improving • Increase in proportion of residents who are satisfied with Council's housing service
<p>Provide good quality temporary accommodation by:</p> <ul style="list-style-type: none"> • Collaborating with local social housing providers to enable and facilitate better temporary accommodation provision 	<ul style="list-style-type: none"> • Enough temporary accommodation units available to meet local needs • Temporary accommodation units achieve the Decent Homes Standard and EPC C
<p>Make it easier to understand how the Council allocates social housing by:</p> <ul style="list-style-type: none"> • Considering options to refine, clarify and improve the existing housing allocation scheme, and also improve how social housing allocation decisions are communicated 	<ul style="list-style-type: none"> • Increase the proportion of residents who are satisfied with Council's housing service
<p>Progress a new Local Plan that maximises delivery of new homes by:</p> <ul style="list-style-type: none"> • Producing a new Local Plan to guide the location, scale and type of future development. The current Local Plan was adopted in February 2019 and the Council will start to develop a new plan this year 	<ul style="list-style-type: none"> • Decrease the proportion of residents who believe affordable decent housing needs improving • Deliver additional affordable housing • Demonstrate a five-year supply of deliverable housing land and meet the Government's housing targets for the area
<p>Regenerate council-owned brownfield land with new and affordable homes by:</p> <ul style="list-style-type: none"> • Maximising use of Farnborough Civic Quarter and other council land for new affordable and keyworker housing by exploring the use of the Homes England Affordable Homes Programme 	



Community and Wellbeing: Active Lives, Healthier and Stronger Communities



At the heart of the Council's vision is a commitment to building stronger, healthier communities by providing opportunities for exercise, wellbeing, and social connection that are easy to access. The new Farnborough Leisure Centre will be a key part of this effort, designed to bring people together in an affordable and inclusive space for fitness, swimming and recreation. The Council will honour the heritage of Aldershot Lido and offer free access to tennis.



The Council will also expand its popular programme of community and cultural events, creating opportunities for residents to connect, celebrate, and feel a sense of belonging. In partnership with local organisations, it is actively working to address health challenges, increasing and promoting more opportunities for physical activity, and improving access to mental health support, so that everyone in Rushmoor can thrive.

Central to our desire to make sure everyone has access to opportunities to exercise, swim and keep fit is the new Farnborough Leisure Centre. The Council knows it needs to be affordable and is working hard to bring this forward as soon as it can.



Priorities

Ensure all residents have access to opportunities for physical exercise including a new leisure centre in Farnborough.

Enable a programme of community and cultural activities that engages everyone.

Address health inequalities through partnerships with providers and other local authorities.

Work with partners to improve access to, and awareness of, mental health support.



Priorities and key activities	Outcomes and key measures of success
<p>Make sure all residents have access to opportunities for physical exercise including a new leisure centre in Farnborough by:</p> <ul style="list-style-type: none"> • Bringing a new leisure centre to Farnborough. Work to deliver this will continue throughout 2025/26 • Carrying out a health and physical activity survey to inform the leisure centre design and access to physical activity locally • Working with schools, health services, and community groups to promote exercise for all ages with healthy eating, fitness, and sports day programmes • Improving mobility, especially for older residents, through the Council's active travel project and healthy walks 	<ul style="list-style-type: none"> • Farnborough Leisure Centre built and used regularly • Increased access to physical activity opportunities • Increased attendance at local fitness programmes • Increased participation in sports and physical activities • Improved healthy weights of our population
<p>Enable a programme of community and cultural activities that engages everyone including:</p> <ul style="list-style-type: none"> • Strengthening Rushmoor Together and the Supporting Communities Strategy, to deliver improved outcomes for our communities and promote community involvement, especially in disadvantaged areas • Expanding Rushmoor Youth Voice to empower young people to discuss key issues like health, education and climate change • Running the Aldershot Youth Café and Farnborough Youth Club as safe spaces for young people, and the Rushmoor Voices community engagement group to improve social cohesion in Rushmoor 	<ul style="list-style-type: none"> • Increase participation in youth programmes, community events and consultations • Implementation of climate projects led by young people • Use of qualitative information given back by partners • Rushmoor Youth Voice to be held in different venues to improve engagement • Fewer incidents of community conflict and improved community cohesion
<p>Address health inequalities through partnerships with providers and other local authorities including:</p> <ul style="list-style-type: none"> • Collaborating with health providers to improve care for vulnerable families • Developing the 'Live Longer Better Project' to increase activity and social support among older residents, including the Nepali community, and supporting the Steady & Strong Programme to improve fitness • Working with targeted schools to support healthy eating and increase physical activity provision • Delivering an Active Rushmoor campaign, partnering with local sports groups to offer open days and increased opportunities for all residents in the summer of 2025 	<ul style="list-style-type: none"> • Improved healthy weights of our population • Increased participation in health programmes, particularly from deprived areas • More residents from targeted groups attending health and fitness programmes • Increased promotion of existing sporting offers and provision
<p>Work with partners to improve access to, and awareness of, mental health support by:</p> <ul style="list-style-type: none"> • Working with NHS Community and Wellbeing Officers to improve mental health services in deprived areas • Supporting Men's Health Day as an annual event to raise awareness of mental health, and delivering the Rushmoor Together and the Supporting Communities Strategy, with a focus on health, economic wellbeing and community belonging • Partnering with local organisations to raise awareness of mental health support 	<ul style="list-style-type: none"> • Mental health of residents improved • Mental health support measured by service use, referrals, and resident feedback • More community events, campaigns, and workshops raising awareness of mental health issues



Pride in Place: Clean, Safe and Vibrant Neighbourhoods

Rushmoor Borough Council wants its streets and town centres to be clean, safe and welcoming and the Cabinet has appointed a Pride in Place champion to encourage local people to get involved.

In the town centres, the we have been working closely with the police to deal with unacceptable issues of antisocial behaviour.

The Council is actively addressing fly-tipping and launched the trial of a mobile collection scheme, 'Walk this Waste', in December 2024 in Farnborough's Cherrywood ward, the area most affected by fly-tipping. This initiative allowed residents to dispose of old household items for free. In Spring 2025, the trial expanded to three more wards with significant fly-tipping issues (Rowhill, St Mark's, and Aldershot Park). The Council will review the results and decide if it moves forward with a broader rollout.



Priorities


Cleaner streets - implement initiatives to reduce fly-tipping.

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

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




Priorities and key activities	Outcomes and key measures of success
<p>Cleaner streets - implement initiatives to reduce fly-tipping including:</p> <ul style="list-style-type: none"> • Applying a four Es approach to reduce fly-tipping; Engage, Educate, Encourage and Enforce • Considering a collaborative approach to the management of fly-tipping on private land, and delivering campaigns aimed at preventing fly-tipping • Trialling a “Walk this Waste” project before deciding if it offers it more widely. • Introducing a network of recycling points for small electrical items across the borough 	<ul style="list-style-type: none"> • Reduction in reported fly-tipping by March 2027 • Increase in FPNs issued and paid
<p>Cabinet Pride in Place champion to encourage local, cleaner streets projects through:</p> <ul style="list-style-type: none"> • The Pride in Place Coordination Group running initiatives to clean up the borough, including a dog-fouling campaign and a litter-pick campaign, culminating in a “Keep Britain Tidy” celebration and delivering talks to schools. • Developing a network of volunteers across the borough who want to actively engage in activities to improve the local environment (the Binfluencers) 	<ul style="list-style-type: none"> • Increase in street cleanliness • Decrease in number of enquiries related to dog-fouling by March 2027 • Increased resident satisfaction on street cleanliness
<p>Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour by:</p> <ul style="list-style-type: none"> • Planning and delivering educational campaigns, engaging with those involved in, and affected by, antisocial behaviour and encouraging offenders to take part in diversionary activities • Addressing persistent antisocial behaviour with tailored and appropriate enforcement • Working with partner agencies to tackle the underlying issues that contribute to ongoing antisocial behaviour in our town centres • Reducing antisocial behaviour in our town centres through improvements to the retail environment and addressing environmental crime 	<ul style="list-style-type: none"> • Reduce number of reported instances of antisocial behaviour by March 2027 • Increase in residents’ feelings of safety in our town centres • Increase in the number of young people engaged with Think Safe event



The future and financial sustainability

The Government has selected Hampshire and the Isle of Wight to be part of its Devolution Priority Programme. This means county and district councils joining together to create larger, unitary councils.




The Council believes that the best deal for residents, the sense of place, and the economic geography of the area favours a North Hampshire unitary council. It will engage with residents and businesses about the new unitary council and Rushmoor's legacy.


It also needs to make sure services and activities are affordable as well as of a good quality. The Council will be delivering against the financial recovery plan and will put in place clear ways to monitor and improves its activities.

We are committed to tackling climate change and will be implementing a more ambitious climate change action plan.

Priorities




Achieve for the best outcome for Rushmoor residents and business from Devolution and Local Government Reorganisation.



Deliver a refreshed and more ambitious Climate Change Action Plan.

Implement processes and monitoring to ensure accountability for the Delivery Plan is clear and that progress is regularly reviewed, with actions taken to manage any variances.



Achieve financial sustainability through delivery of the Financial Recovery Plan.

Ensure a culture of continuous improvement through delivery of the Corporate Peer Challenge recommendations and actions.

Priorities and key activities	Outcomes and key measures of success
<p>Achieve the best outcome for Rushmoor residents from Devolution and Local Government Reorganisation by:</p> <ul style="list-style-type: none"> • Making sure their needs are met by future devolution and local government reorganisation plans • Engaging with residents and businesses about what's important for the new unitary council and on what Rushmoor's legacy will be 	<ul style="list-style-type: none"> • 35% of residents think the Council acts on their concerns
<p>Deliver a refreshed and more ambitious Climate Change Action Plan by:</p> <ul style="list-style-type: none"> • Putting sustainability at the heart of all Council activity, with a new Change Action Plan agreed in 2025. The Council will be working to deliver the actions from this plan 	<ul style="list-style-type: none"> • Become a carbon neutral council by 2030 • Increase EcoFair exhibitors and attendance by 35% • Establish a Youth Climate Ambassador Forum in 2025
<p>Implement processes and monitoring to make sure accountability for the plan is clear and that progress is regularly reviewed, with actions taken to manage any variances through:</p> <ul style="list-style-type: none"> • A revised Performance Management Framework, a tool to strengthen performance management in the authority, and last revised in June 2023 - and to ensure that the Council is delivering against its priorities 	<ul style="list-style-type: none"> • A refreshed Performance Management Framework by March 2026 • Performance monitoring reports considered by Cabinet every quarter
<p>Achieve financial sustainability through delivery of the Financial Recovery Plan</p> <ul style="list-style-type: none"> • In October 2024 the Council agreed the Financial Recovery Plan, which is a high-level plan to address the budget deficit over four years. 	<ul style="list-style-type: none"> • Council sets a balanced budget while keeping sufficient reserves in the medium term each year • Delivery of required asset disposals and budget reductions by March 2027
<p>Ensure a culture of continuous improvement through delivery of the Corporate Peer Challenge recommendations and actions by:</p> <ul style="list-style-type: none"> • Implementing the recommendations on how it can improve how it delivers its functions • Implementing agreed recommendations from governance review to achieve improved risk management, member oversight and governance • Reviewing organisational structure to improve efficiency and accountability 	<ul style="list-style-type: none"> • All actions completed by March 2026 • Positive peer team follow up report findings • Governance review implementation completed by Summer 2025 • Organisational review completed by October 2026

Equality, diversity and inclusion

The Council is committed to ensuring that it is compliant with the statutory duties under the Equality Act 2010, and in October 2024 published two new equality objectives:

- To promote the use of equality impact assessments as part of the Council's decision making, policy making, procurement, and service design to ensure inclusivity, accessibility, equal opportunities, and good relations
- To tackle the effects of poverty and deprivation, and to have a positive impact on people's daily lives through delivery of Supporting Communities Strategy projects

To reflect these objectives the Council will:

- Ensure that any engagement and consultation activities will be designed so that all groups with protected characteristics will have an opportunity to take part in a way that is accessible and inclusive for them
- Carry out equality impact assessments to identify barriers and ensure equal access to facilities, services, and programmes
- Carry out equality impact assessments for any proposed service changes arising from the Financial Recovery Plan
- Promote inclusive cultural activities that engage underrepresented and marginalised communities, ensuring that all residents can take part and benefit
- Target programmes and activities to areas and people that need them most, including our areas of deprivation
- Ensure mental health support is accessible to everyone, particularly focusing on deprived areas and minority groups, and make sure events reach a wide range of people, especially those from under-represented groups.
- Improve the quality of local social and private rented housing

Sustainability

The Council declared a climate emergency in Rushmoor in summer 2019, with the full support of all councillors. In doing so, councillors pledged to make the Council carbon-neutral, and Aldershot and Farnborough greener and more sustainable.

The Council wants to have a positive impact on future generations by working with businesses, communities and organisations to protect and improve Aldershot and Farnborough's environment. Through direct action and by encouraging and supporting others, we will address the challenges and opportunities presented by climate change.

The Council will deliver a refreshed and more ambitious Climate Change Strategy and action plan.

Delivery of this plan will help the environment and the move towards sustainability by:

- Making climate change impact assessments a routine part of decision making, including any proposed service changes arising from the Financial Recovery Plan
- Running campaigns to reduce fly-tipping by encouraging proper waste disposal and recycling, preventing potential pollution whilst also working to reduce the need for 'clear ups'
- The Pride in Place Champion promoting responsible waste management and increase community engagement
- Tackling antisocial behaviour, which can lead to a cleaner, safer and more sustainable environment. By reducing disruptive behaviour, vandalism, littering etc, it can help to create a more positive environment, which supports businesses and communities, and encourages local investment
- Encouraging better energy performance of housing in the social and private rented sectors, the Council will reduce carbon footprint and lower tenant energy costs
- As part of the Local Plan development, considering options for how the Council can influence more sustainable development in the borough

Document control

Title	Council Delivery Plan 2025/26
Topic/Service	Policy & Performance
Version	1.00
Next review date	01 March 2026
Last reviewed by	Not applicable
Last reviewed date	Not applicable
Approving authority	Cabinet
Approval date	22 April 2025

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	Council Delivery Plan 2025/26
Reference number (if applicable)	
Service Area	Policy, Strategy, and Transformation
Date screening completed	8 April 2025
Screening author name	Louise Ansell and Martin Iyawo
Policy Team sign off	Alex Shiell
Authorising Director/Head of Service name	Karen Edwards

Please provide a summary of the proposal

The Rushmoor Borough Council Delivery Plan 2025/26 outlines the Council's strategic priorities across five themes: Skills, Economy, and Business; Homes for All; Community and Wellbeing; Pride in Place; and The Future and Financial Sustainability. The plan aims to deliver improved services while promoting equality, diversity, and inclusion and sustainability

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?

Aims/Objectives of the Proposal:

- Skills, Economy, and Business – Boosting local employment, supporting businesses, and transforming town centres
- Homes for All – Improving social housing, enhancing private rented accommodation, and expanding affordable housing
- Community and Wellbeing – Increasing access to physical exercise, promote community and cultural activities, addressing health inequalities and improve access and awareness of mental health support
- Pride in Place – Reducing antisocial behaviour, reduced fly tipping, and promoting community pride
- The Future and Financial Sustainability – Refresh climate change strategy, advocating for residents on devolution and local government reorganisation, financial sustainability, continuous improvement via the corporate peer challenge and a refreshed performance management framework
- Equality, Diversity and Inclusion and Sustainability will run through the aims stated above

Savings Delivery:

- Yes – The delivery plan aligns with the Financial Recovery Plan, which focuses on financial sustainability

What benefits or change will we see from this proposal?

- Improved local skills, job access, and business support
- Enhanced housing quality and affordable accommodation
- Greater community participation and cultural engagement
- Cleaner neighbourhoods and reduced antisocial behaviour
- Financial sustainability

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

- Residents of Aldershot and Farnborough
- Local businesses and service users
- Community Groups

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?

- Council staff
- Other public sector organisations
- Voluntary sector organisations
- Registered Providers (RPs)

Who will the proposal impact? Delete as appropriate.

Group of people	Impacted?
Service users	<input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No
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 checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No
Trade unions	<input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No
Other public sector Organisations	<input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No
Others	Please specify:

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?
- How many staff members?
- What will the impact be? (e.g., changes to structure, staffing levels, responsibilities, relocation, or new working methods)

Who will be impacted?

- Staff in all service areas supporting delivery plan initiatives

How many staff members?

- The Delivery Plan affects all service areas

What will the impact be?

Changes to responsibilities and workload, particularly in service delivery, performance monitoring, and community engagement

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)?
- Will you collect personal data?
- How will you engage (e.g., surveys, focus groups)?
- How will you use the feedback?

If no engagement is planned, explain why.

The focus has been on internal and key stakeholder engagement to align the plan with the priorities set by the administration, whilst ensuring plans are feasible and deliverable with existing resource. Ensuring the plan is realistic and actionable. Information from previous resident surveys, as well as performance data, has informed the development of the strategic priorities.

Which groups will you consult?

- There has been no formal resident, staff or stakeholder engagement. The delivery plan is a document that has been formed with the input from multiple services areas, with some informal conversations with partners, businesses and other public organisations

Will you collect personal data?

- No – the data sets that will be part of the delivery plan monitoring report are publicly available data sets

How will you engage?

Please outline in brief:

- Which groups will you consult (residents, staff, other stakeholders)?
- Will you collect personal data?
- How will you engage (e.g., surveys, focus groups)?
- How will you use the feedback?

If no engagement is planned, explain why.

- There have been various meetings between service managers, heads of services and portfolio holders to agree the information in the delivery plan

How will you use the feedback?

As above, the feedback from heads of services and portfolio holders have informed the delivery plans

While direct consultation has not yet taken place with residents, portfolio holder involvement and informal discussions with partners, businesses and other public organisations have provided an initial external perspective. These stakeholders have direct interactions with residents and can help shape thinking.

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

For the groups identified earlier, tick the likely impact 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)
Age (for example, young people under 25, older people over 65)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Choose an item.	<input type="checkbox"/>	Youth engagement and fitness for older people
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.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Choose an item.	<input type="checkbox"/>	Improved access to mental health support
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.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	<input type="checkbox"/>	No direct impact
Marriage and Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	<input type="checkbox"/>	No direct impact
Pregnancy and Maternity (include people who are pregnant in or returning to the workplace after pregnancy. Could also include working parents.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Choose an item.	<input type="checkbox"/>	Improved access to health services
Race or ethnicity (include on the basis of colour, nationality, citizenship, ethnic or national origins)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Choose an item.	<input type="checkbox"/>	Targeted outreach to try and engage underrepresented groups

Protected characteristic	Positive impact	Neutral impact	Negative impact	Not Sure	Description of the impact (if applicable)
Religion or belief (include no faith)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	<input type="checkbox"/>	No direct impact
Sex (Include trans girls and/or women and trans boys and/or men. Under the Equality Act 2010 a person's legal sex is their sex as recorded on their birth certificate. Someone can change their legal sex by obtaining a Gender Recognition Certificate.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Choose an item.	<input type="checkbox"/>	Community safety activity will have a disproportionate effect on women's feelings of safety.
Sexual Orientation (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"/>	No direct impact
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)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Choose an item.	<input type="checkbox"/>	<p>Poverty reduction focus through targeted services.</p> <p>People who are homeless are at increased risk of being drawn into antisocial behaviour.</p> <p>Low-income households may struggle with waste removal, trials of Walk this Waste support these individuals.</p>

Once

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 checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No
Negative – Medium or High Impact – must complete a full EIA.	<input type="checkbox"/> Yes/ <input type="checkbox"/> No
Is a full EIA required? Service decision:	<input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No
Is a full EIA required? [Policy Team] sign off recommendation:	<input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No
Flag for DPIA (will include engagement that collects personal data). [Policy Team]:	<input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No
Flag for ethics (high risk / will involve engagement with vulnerable residents):	<input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No

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

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

If required, please continue to the full assessment below.

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	Rushmoor Borough Council Delivery Plan 2025/26
Reference number (if applicable)	
Service Area	Policy, Strategy, and Transformation

Name of Project	Rushmoor Borough Council Delivery Plan 2025/26
Date assessment completed	08/04/25

Before completing the EIA, please read the guidance and FAQs. For further help and advice please contact 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.

This report presents the Council Delivery Plan 2025/26, which outlines the Council's strategic approach to delivering key services and achieving corporate priorities. The proposal aims to improve public service delivery across five main areas.

The Delivery Plan focuses on:

- Skills, Economy, and Business – Boosting local employment, supporting businesses, and transforming town centres
- Homes for All – Improving social housing, enhancing private rented accommodation, and expanding affordable housing
- Community and Wellbeing – Increasing access to physical exercise, promote community and cultural activities, addressing health inequalities and improve access and awareness of mental health support
- Pride in Place – Reducing antisocial behaviour, reduced fly tipping, and promoting community pride
- The Future and Financial Sustainability – Refresh climate change strategy, advocating for residents on devolution and local government reorganisation, financial sustainability, continuous improvement via the corporate peer challenge and a refreshed performance management framework

A key part of the proposal is delivering improved services while maintaining financial sustainability and ensuring services are accessible to all residents. Equality, diversity and inclusion and sustainability are themes that will run through our delivery plans.

Who will benefit from the proposal and the expected results:

- Residents: Increased access to quality housing, health services, and community programmes
- Businesses: Greater support through targeted initiatives, improved town centres, and sector-specific programmes
- Vulnerable Groups: Enhanced access to services and targeted support for underrepresented groups
- Council: Improved operational efficiency and delivery of financial sustainability

Savings the proposal might bring:

The Delivery Plan supports the Council's Financial Recovery Plan through:

- Increasing efficiency in service delivery
- Reducing operational costs by streamlining processes
- Driving revenue through improved business support and economic growth

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?

The Delivery Plan will affect residents, businesses, community groups and council colleagues

Residents:

- Training: Promoting access to skills and training.
- Affordable Housing Initiatives: Increasing the supply of affordable and social housing to address housing inequality
- Health and Wellbeing Programmes: Expanding access to physical and mental health services to reduce health disparities
- Community Safety: Delivering programmes to reduce antisocial behaviour and improve safety in public spaces
- Financial Sustainability: Implementing cost-saving initiatives without reducing essential services and ensuring the long-term delivery of public services
- Reorganisation and Devolution: Advocate for the best outcome for Rushmoor residents through the devolution and Local Government Reorganisation process

Businesses:

- Local Business Support Programmes: Providing financial assistance, networking opportunities, and skills training to boost local enterprise
- Town Centre Regeneration: Investing in infrastructure and public spaces to encourage business growth and attract customers
- Green Business Incentives: Supporting businesses to adopt sustainable practices and meet net-zero carbon targets
- Reorganisation and Devolution: Advocate for the best outcome for businesses through the devolution and Local Government Reorganisation process

Community Groups:

- Supporting Communities Strategy: Funding local projects that support vulnerable and disadvantaged groups
- Cultural and Social Programmes: Enhancing community cohesion through cultural events and public engagement

Council Colleagues:

- Financial Sustainability: Implementing cost-saving initiatives without reducing essential services and ensuring the long-term delivery of public services

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?
- Training and Development: Providing staff with personal development opportunities to support service delivery

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.

All Service areas have been involved in in drafting the delivery plan. The impact will include:

- Increased collaboration with external partners and local stakeholders
- Financial Sustainability: Implementing cost-saving initiatives without reducing essential services and ensuring the long-term delivery of public services
- Training and Development: Providing staff with personal development opportunities to support service delivery
- New responsibilities linked to performance monitoring and reporting

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.

Economy, Skills & Regeneration

- Number of residents and businesses supported via the Councils schemes
 - [UKSPF 24/25 Projects](#)
- Claimant count (% of the working age population claiming benefit due to unemployment)
 - [December 24](#)
- Universal Credit claimants aged 16-24 searching for work
 - [December 24](#)
- [Number of events held and supported](#)
- [Wage levels data sheet](#)
- [Businesses and employment data sheet](#)
- [Education and skills data sheet](#)
- [Unemployment and benefits data sheet](#)
- [Age profile data sheet](#)
- [Ethnic diversity and migration data sheet](#)

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.

- [Population data sheet](#)

Housing & Planning

- Proportion of residents satisfied with the Council's housing service ([24.5% in 2023](#))
- Proportion of social housing properties achieving EPC C standards ([69% in 2023/24](#))
- Number of improvement notices issued (13 in 2023/24)
- Number of private sector complaints (334 in 2023/24)
- Number and capacity of temporary accommodation units (111 units in 2023/24)
- Net additions to the local social housing stock (Total local social housing stock: [7,419 in 2023/24 of which 66.9% owned by Vivid - an increase of 42 on the previous year.](#))
- [Housing data sheet](#)
- [Unemployment and benefits data sheet](#)
- [Population data sheet](#)

Healthy Communities & Active Lives

- [Overweight \(including obesity\) prevalence in adults \(72.7% in 2022/23\)](#)
- [Year 6 prevalence of obesity \(19.2% in 2023/24\).](#)
- [Percentage of physically active adults \(69.6% in 2022/23\)](#)
- [Percentage of adults meeting the '5-a-day' fruit and vegetable consumption recommendations \(25.83% in 2022/23\)](#)
- [Self-reported wellbeing: people with a high anxiety score \(45.7% in 2022/23\)](#)
- [Estimated prevalence of common mental health disorders among children and young people \(varies by age group, e.g., 15.7% for 8-10 years old in 2023\)](#)
- [Index of Multiple Deprivation 2019 data sheet](#)
- [Health profile for Rushmoor](#)
- [Office for Health Improvement and Disparities](#)
- [Age profile data sheet](#)
- [Ethnic diversity and migration data sheet](#)
- [Population data sheet](#)

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.

Pride in Place: Clean, Safe and Vibrant Neighbourhoods

- Instances of fly-tipping and FPNs issued
- Cleanliness indicators for litter and detritus
- Number of enquiries related to dog fouling
- Number of crimes and antisocial behaviour reports recorded by Hampshire and IOW police
- Percentage of residents feeling safe during the day (79.1% safe and 13.3% unsafe in 2024/25)
- Percentage of residents feeling safe after dark (31.1% safe and 48.3% unsafe in 2024/25)

Finance & Resources

- Amount of savings made

Policy, Performance & Sustainability

- Reduction in Council greenhouse gas emissions (1,596.49 tCO₂e in 2022/23)
- Performance monitoring reports considered by Cabinet every quarter
- [Percentage of Corporate Peer Challenge actions on track or completed](#)
- [Waste and recycling data sheet](#)

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.

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?
Age (for example, young people under 25, older people over 65)	Positive	<p><u>Positive</u></p> <p><u>Young People</u></p> <ul style="list-style-type: none"> As part of the Council's plans, young people will be engaged through the Young People Plan to improve opportunities for them The Council will expand Rushmoor Voices and continue running the Aldershot Youth Café, providing young people with a space to share their views and drive positive change Additional mental health support will be provided for young people through the Communities Strategy, improving their mental well-being <p><u>Older People</u></p> <ul style="list-style-type: none"> The Council will support initiatives such as the Healthy Weight programme, active travel projects, the Live Longer Better project, and healthy walks to improve mobility and overall health for older people 	<p><u>Positive</u></p> <p>The delivery plan will ensure that people of all ages, including young and older residents, have better access to the support and services they need to thrive.</p>

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?
<p>Disability</p> <p>(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.)</p>	Neutral	No specific impacts identified	N/A
<p>Gender reassignment and identity</p> <p>(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>	Neutral	No specific impacts identified	N/A

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?
Marriage and Civil Partnership	Neutral	No specific impacts identified	N/A
Pregnancy and Maternity (include people who are pregnant in or returning to the workplace after pregnancy. Could also include working parents.)	Neutral	No specific impacts identified	N/A

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?
Race or ethnicity (include on the basis of colour, nationality, citizenship, ethnic or national origins)	Positive	<p><u>Positive</u></p> <p>Skills, Economy and Business</p> <ul style="list-style-type: none"> The council will deliver a diverse events programme and seek to attract, encourage and support external event organisers to host events in the Borough. The council will promote racial and ethnic inclusivity through diverse community events Supports cultural organisations, enhancing racial and ethnic representation 	
Religion or belief (include no faith)	Positive	<p><u>Positive</u></p> <ul style="list-style-type: none"> The Council will develop the Live Longer Better project to increase activity and social support for older residents, including the Nepali community. With an estimated 10,575 Nepali residents in Rushmoor who predominantly practice Hinduism and Buddhism. A targeted approach will help deliver better outcomes 	<p><u>Positive</u></p> <p>The delivery plan will ensure that residents of all religions or beliefs have access to the support and services they need to thrive.</p>

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?
<p>Sex</p> <p>(Include trans girls and/or women and trans boys and/or men. Under the Equality Act 2010 a person's legal sex is their sex as recorded on their birth certificate. Someone can change their legal sex by obtaining a Gender Recognition Certificate.)</p>	Neutral	No specific impacts identified	N/A
<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>	Neutral	No specific impacts identified	N/A

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?
<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>	Positive	<p><u>Positive</u></p> <p><u>Low Incomes</u> The Delivery Plan includes targeted support through community outreach, and the affordable housing programmes. It also supports initiatives to increase job opportunities and skills training</p> <p><u>Poverty</u> Programmes address food insecurity, improve access to public services, and provide targeted welfare support. Community-based initiatives aim to alleviate the impacts of poverty and ensure equitable access to services</p> <p><u>Homeless</u> The Council will collaborate with local social housing providers to enable and facilitate an increase in temporary accommodation provision</p> <p><u>Mental Health</u> Increased access to community-based mental health services, wellbeing programmes, and early intervention initiatives aim to reduce health inequalities and improve mental wellbeing</p>	The Council will regularly review service delivery outcomes and assess their impact on protected groups.

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

Although no negative impacts were identified, the Council will:

- Monitor Impact: Regularly delivery plan monitoring to track the various activities, timescales, outcomes and deliverables.

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

If you have **not** completed any engagement activity and do not plan to, you should outline why this decision has been made.

The council has been actively engaging with resident, businesses and community groups and other stakeholders to gather feedback. The methods have included ongoing engagement through surveys, events, business forums, partnerships, community forums and collaboration through the supporting community's strategy.

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
Performance Monitoring	Performance	Quarterly



Please send the completed EIA to 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	Louise Ansell Martin Iyawwe		08/04/2025
Policy Team	Alex Shiell		08/04/2025
Director or Head of Service	Karen Edwards		08/04/2025

