

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 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

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 Regeneration

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 • Supporting the priorities of the Armed Forces Champion to deliver activities for the Armed Forces Community 	<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, 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 improve 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

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