

CABINET

COUNCILLOR GARETH WILLIAMS
LEADER OF THE COUNCIL

10 FEBRUARY 2026

KEY DECISION? YES

REPORT NO. ED2602

COUNCIL DELIVERY PLAN 2026-28

SUMMARY AND RECOMMENDATIONS:

This report presents the Council Delivery Plan for 2026-28. The plan sets out the Council's priorities and the key projects and activities the council will take over the next two years that contribute towards delivering its strategic priorities.

Cabinet is asked to recommend approval of the Council Delivery Plan for 2026-28 to full Council.

1. INTRODUCTION

- 1.1 This report presents the Council Delivery Plan for 2026-28 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 Regeneration.
 - Homes for All: Quality Living, Affordable Housing.
 - Community and Wellbeing: Active Lives, Healthier and Stronger Communities.
 - Pride in Place: Clean, Safe and Vibrant Neighbourhoods.
 - The Future and Financial Sustainability.

2. BACKGROUND

- 2.1 In July 2025, the [Council approved the Council Delivery Plan 2025/26](#) that set out the Council's ambitions for the Borough, identifying key projects and activities to be delivered over the year as the Council moved towards local government reorganisation.
- 2.2 Since then, the Council has submitted a proposal for local government reorganisation in the Hampshire and Solent region. The Government has undertaken a consultation on the submitted proposals and is expected to make a decision in March 2026. The Government's [indicative timetable](#) suggests that the new unitary authorities will go live on the 1 April 2028. The usual practice is that a section 24 direction will be made by the Secretary of State to give the new authority a role in decision making in the predecessor councils once the Statutory Change Order establishing the new authority is made. This likely to

be in Autumn 2027. The Council's ability to make independent strategic and financial decisions will be significantly curtailed at this point.

2.3 The County Council and unitary councils in the Hampshire and Solent region are working together to create a strategic authority with powers and funding for economic growth, transport planning, infrastructure investment and skills development. The Combined County Authority is expected to be established in April 2026 with preliminary powers and funding. Full powers, funding, and the mayoral election are now expected in May 2028.

2.4 In November 2025, the Ministry of Housing, Communities, and Local Government released [updated English indices of deprivation](#). This dataset measures relative levels of neighbourhood deprivation. Rushmoor has three small areas of multiple deprivation that are in the 20% most deprived in the country. These are in Cherrywood, Wellington, and Aldershot Park wards. Overall, the borough is less deprived than 67% of local authority districts. Further data used to support the development of the Delivery Plan can be found on our [facts and figures about Rushmoor webpage](#).

2.5 In December 2025, the Council received the results of the latest Resident Survey. This showed that a majority of residents were satisfied with how the Council runs things, keeps them informed, and acts on their concerns. Satisfaction was high with household recycling and rubbish collection, parks, playgrounds, keeping the area clean and tidy, and parking. Satisfaction was low with town centres and housing services, showing areas in need of improvement. Results from past surveys and consultations used to support the development of the Delivery Plan can be found on our [results from our consultations webpage](#).

3. DETAILS OF THE PROPOSAL

Impact of local government reorganisation

3.1 Given the indicative timetable for local government reorganisation, it is proposed that the Council approves a Council Delivery Plan to cover the period from now until the new unitary council goes live in April 2028. This will allow the Council to focus on achieving a substantive legacy for its residents and free up resources to focus on establishing the new authority.

General

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

- Skills, Economy and Regeneration.**
 - 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.

- Partner with experts to deliver strategic transformation of town centres and neighbourhoods.
- **Homes for All: Quality Living, Affordable Housing.**
 - Work with local social housing providers encourage them to offer local tenants a good, consistent service and decent social homes.
 - Encourage the development of new and affordable homes on brownfield land.
 - Provide good quality temporary and supported accommodation.
 - Intervene to improve the quality of private rented sector homes in the borough, which do not meet acceptable living standards.
 - Make it easier to understand how the council allocates social housing.
 - Develop a new Local Plan that maximises the delivery of new homes.
- **Community and Wellbeing: Active Lives, Healthier and Stronger Communities.**
 - Make sure 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 and improves feelings of belonging.
 - Work with partners to address health inequalities and improve awareness of mental health.
 - Work with the community and voluntary sector to support residents and deliver priorities.
- **Pride in Place: Clean, Safe and Vibrant Neighbourhoods.**
 - Implement initiatives to achieve cleaner neighbourhoods.
 - 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.
 - Invest in refreshing our playgrounds.
- **The Future and Financial Sustainability.**
 - Achieve financial sustainability through delivery of the Financial Recovery Plan.
 - Achieve the best outcome for Rushmoor residents and business from devolution and local government reorganisation.
 - Become a greener and more sustainable borough.
 - Put in place ways to monitor and review regularly the progress of this Delivery Plan, so that we are publicly accountable to residents, acting where needed to bring it back on track.
 - Support staff and councillors through structural changes and local government reorganisation - setting teams up for success in the new unitary councils.

Monitoring of the Plan

- 3.3 A more detailed version of the Council Delivery Plan including all outputs, outcomes, and indicators can be found in Annex 2. The Council's Performance Management Framework will be updated in line with the Delivery Plan. This will monitor delivery of planned activity, achievement of project output targets, and changes to outcome indicators showing impact in the borough.
- 3.4 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

- 3.5 The Council could continue to act under the current Council Delivery Plan. This would not reflect the progress made against priorities, would not offer the opportunity to refresh its activities with an updated evidence base, and could risk performance and accountability issues.

Consultation

- 3.6 The priorities were shaped using information and data from the Council's borough datasets, surveys and consultations, which can be found on the Council's website.
- 3.7 During this civic year, Policy and Projects Advisory Board have considered the Rushmoor Cultural Strategy, reviewed the events programme, and provided feedback on service reviews. Overview and Scrutiny Committee have considered the Housing and Homelessness Strategy, Community Safety, Community Engagement, changes to the Registered Providers Task and Finish Group, the Serco Annual Report, and the Walk this Waste pilot. The advice and recommendations from these committees have contributed to the development of the Council Delivery Plan.

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 Delivery Plan 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 2026/27.

Equalities Impact Implications

- 4.6. A full equality impact assessment has been conducted (see Annex 3). 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 Council Delivery Plan sets out the Council's ambitions for the Borough, identifying key projects and activities to be delivered over the next two years as the Council moves towards local government reorganisation.
- 5.2 The Cabinet is asked to recommend approval of the Council Delivery Plan 2026-28 to full Council.

LIST OF APPENDICES/ANNEXES:

Annex 1: Council Delivery Plan 2026 – 28

Annex 2: Detailed Council Delivery Plan 2026 - 28

Annex 3: Equality Impact Assessment

BACKGROUND DOCUMENTS:

None

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Council Delivery Plan

2026-2028



Introduction

Welcome to the Rushmoor Borough Council Delivery Plan for 2026-28.

I said last year that people in Aldershot and Farnborough are rightly proud of their towns, but they want to see that reflected in their day-to-day experience of living here through having well-paid jobs, decent homes, safe and clean streets, and a vibrant, active and engaged community.

Last year we delivered on these priorities and in the year ahead we will build on that success. The Delivery Plan sets out what we intend to do over the next two years to improve the area, the council and our residents' lives, based around five key themes:

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

As always, sustainability, diversity, and inclusion will be at the heart of all council activity.

While we will be delivering on our priorities, we, along with other councils in Hampshire, will be preparing for the transfer of our services to new unitary councils from April 2028 as part of local government reorganisation. Both now, and when the new councils are set up, it is important that we continue to put the needs of our residents, businesses and communities first.

New actions for 2026-27, in support of our priorities, include:

- Preparing to host the 2026 national Armed Forces Day event on 27 and 28 June.
- Increasing the number of Place Protection Officers to tackle fly-tipping, environmental crime and antisocial behaviour locally.
- Refurbishing playgrounds, supported by secured funding and aligned with our playgrounds strategy.
- Carrying out a feasibility study of how we can improve the public areas in Farnborough town centre.

You will see how the council is performing in delivering the plan in our improved quarterly monitoring reports.

Leader - Gareth Williams





Skills, Economy and Regeneration

Aldershot and Farnborough are home to successful and world-renowned large businesses, many innovative and rapidly growing SMEs and successful independent businesses. We will continue to work with these businesses to support them and boost local job opportunities and local economic growth. Working with schools and colleges, we will connect people, particularly young people, with new jobs, opportunities and training to develop skills that our growing businesses need, giving people access to the benefits of a strong, local economy. We will continue our focus on driving growth and investment to boost our strong business sectors and develop Aldershot and Farnborough as hubs for defence, aerospace and technology.

With developments such as Aldershot's Union Yard and Farnborough's Landing town square already making a positive impact on our town centres, we will regenerate and improve more spaces where people can live and come together; spaces for businesses, for creators, for makers and the community. We will improve the retail environment and attract businesses into vacant units, also building stronger vibrant community spaces that complement our thriving local businesses. We will strive to make sure that our town centres match the success of our strong and successful businesses.

Priorities

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

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

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

Activity	Outputs
<p>Skills - Promote access to skills, development and training so that residents can be part of a thriving local economy.</p> <ul style="list-style-type: none"> Deliver targeted projects, events and engagement activities designed to help residents who are Not in Education, Employment or Training (NEET) to get access to apprenticeships, training and employment opportunities. By summer 2026 establish a Youth Hub with the Department for Work and Pensions and other partners to support young people (16-25) into employment. Work with local partners to coordinate and promote skills and employment opportunities, including supporting a skills and careers event to connect residents, schools, and colleges with local employers/ training providers. Continue to require businesses to provide new employment and skills plans as part of any significant planning applications that show how residents will have opportunities for work and training. 	<ul style="list-style-type: none"> A series of projects and engagement activities, to help residents get access to training, apprenticeships and employment opportunities. Launch of a Youth Hub by summer 2026. Skills and careers event held successfully. Positive qualitative feedback from event attendees, businesses and supported residents shows positive impact of council support. Employment and skills plans developed, where appropriate, and monitored by the council.
<p>Economy - Work with businesses to attract and retain jobs, through active place-making and targeting of key industries.</p> <ul style="list-style-type: none"> Support the development of the Aldershot and Farnborough Growth Partnership. Implement the Farnborough Aerospace Cluster Development Action Plan which sets out how the council will work with partners to grow and strengthen the cluster as a globally recognised hub for aerospace, defence and advanced manufacturing. Implement place narratives for Aldershot and Farnborough including working with partners to promote the area as an inward investment destination and target potential investors. Work with partners to deliver networking events focused on specific, actionable themes linked to Rushmoor's key growth sectors. Support businesses by providing one-to-one business advice and training focused on key growth sectors and retail. Leverage the social value aims of businesses through a new social value business toolkit to help regenerate our towns and promote access to skills and training. 	<ul style="list-style-type: none"> Aldershot and Farnborough Growth Partnership launched and embedded. Inward investment collateral completed (website and investment prospectus). Creation of an implementation plan for the place narrative and branding toolkit. Networking events delivered. One-to-one advice sessions held with businesses. Social value business toolkit delivered.
<p>Regeneration - Partner with experts to deliver transformation of town centres and neighbourhoods.</p> <ul style="list-style-type: none"> Review the Farnborough Civic Quarter masterplan and work with key partners on potential phasing, funding, and implementation as part of a wider approach to the regeneration of Farnborough town centre. Work with developers of The Galleries to unblock the scheme and enable delivery of a mixed-use scheme including a town centre car park. Facilitate the disposal of 82 residential units at Union Yard and occupation of the remaining retail units. Facilitate the opening of Loungers in the Meads. Complete the disposal of vacant land at the north of Farnborough town centre to enable new homes and community uses. Improve the public areas and retail environment of Aldershot, Farnborough and North Camp centres. 	<ul style="list-style-type: none"> A revised and viable approach to the redevelopment of the Farnborough Civic Quarter. A viable scheme for The Galleries is brought forward by the developer. Remaining retail and housing units at Union Yard occupied. Loungers opens in Farnborough. Development of vacant land at the north of Farnborough town centre is taken forward to planning. An initial feasibility study is carried out to improve the public areas in Farnborough town centre.



Homes for All: Quality Living, Affordable Housing



A safe, good-quality home is essential for every family. While we've made progress, there are still areas where housing in our borough needs to improve. Some homes do not yet meet modern standards, and the process for allocating social housing can feel complicated. For those most in need, temporary accommodation should be of a suitable standard and offer good value for money. At the same time, we need to deliver more new homes through the regeneration of our brownfield sites.



We are committed to tackling these challenges. We are working closely with local housing providers, landlords, and developers to improve standards, increase housing choices, and make the allocation process clearer and fairer. Our goal is to make sure that residents have access to homes that are safe, affordable, and meet their needs, now and in the future.

Priorities



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



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



Provide good quality temporary and supported accommodation.



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



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



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

Activity	Outputs
<p>Work with local social housing providers to encourage them to offer local tenants a good, consistent service and decent social homes.</p> <ul style="list-style-type: none"> Hold strategic meetings with all major local social housing providers to work together to improve quantity and quality of social housing in Rushmoor. Shift the focus of scrutiny to internal performance and delivery of housing services through the Housing Oversight Group. Investigate targeted downsizing incentives for under-occupied homes. 	<ul style="list-style-type: none"> Agreed positions with local providers by April 2027. Published scrutiny reports with clear recommendations and action tracking. Published report with outcome of downsizing incentives investigation.
<p>Encourage development of new and affordable homes on brownfield land.</p> <ul style="list-style-type: none"> Support Grainger with options to accelerate building affordable and social homes in the Wellesley development. Identify and progress further opportunities for new and affordable homes with developers, local social housing providers, and government agencies. 	<ul style="list-style-type: none"> Affordable homes occupied in Wellesley. Pipeline of affordable and social housing units with projected housing numbers.
<p>Provide good quality temporary and supported accommodation.</p> <ul style="list-style-type: none"> Adopt a borough-wide approach to temporary accommodation sites and partner with local social housing providers to sustain or secure new, suitable temporary accommodation units. Identify and deliver alternatives to Clayton Court. Run regular drop-in surgeries at temporary accommodation units to support residents and resolve issues early. Review cost and funding model for supported housing to make sure they are sustainable by April 2027. 	<ul style="list-style-type: none"> Clayton Court decommissioned and new temporary accommodation units secured and operational. Drop-in surgeries delivered with recorded attendance. Review of supported housing completed and recommendations implemented.
<p>Intervene to improve the quality of private rented sector homes in the borough which do not meet acceptable living standards.</p> <ul style="list-style-type: none"> Deliver targeted landlord engagement and advice sessions each year, including regular Landlord Forums. Take robust enforcement action on serious housing condition breaches. Prepare to adopt and implement new powers from the Renters' Rights Act as soon as available. 	<ul style="list-style-type: none"> Landlord Forums delivered. Advice and compliance support provided to local landlords. Enforcement notices issued for non-compliant properties.



Community and Wellbeing: Active Lives, Healthier and Stronger Communities



We want to help our residents lead healthy, active and enjoyable lives and that means making sure they have access to opportunities to exercise and keep fit.

Of utmost importance is to deliver a new Farnborough Leisure Centre that is viable and affordable and we are working hard to bring this forward as soon as we can.

We continue to increase our popular programme of community and cultural events for all, to make Rushmoor a place where everyone feels at home, including hosting the 2026 National Armed Forces Day in June 2026.

We are also working with partners to address health issues and improve access to mental health support.

Priorities

Make sure 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 and improves feelings of belonging.

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

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

Activity	Outputs
<p>Make sure all residents have access to opportunities for physical exercise including a new leisure centre in Farnborough.</p> <ul style="list-style-type: none"> • New Farnborough leisure centre. • Continue the Active in Rushmoor campaign, with targeted outreach to increase community offers. • Work in partnership to promote and support physical activity opportunities across Rushmoor with a specific emphasis on areas of deprivation and inactivity. • Work with health partners to promote new and existing ways in which green space can be used to improve the health and wellbeing of communities. • Deliver 'Feel Good Fridays' events to promote activity and wellbeing. 	<ul style="list-style-type: none"> • New Farnborough leisure centre completed and open • Delivery of 'Active in Rushmoor' campaign in Rushmoor (summer 2026 and beyond). • Increased physical activity offers from local organisations as a result of 'Active in Rushmoor'. • Implementation of 'Feel Good Fridays' initiative.
<p>Priority: Enable a programme of community and cultural activities that engages everyone and improves feelings of belonging.</p> <ul style="list-style-type: none"> • Develop and implement a partnership-led cohesion programme of work, embedded within the Rushmoor Together plan. • Deliver Rushmoor Together partnership plan. • Work with faith groups and armed forces partners to understand better community needs and support wellbeing. • Develop and deliver a borough-wide leisure and business events calendar on council website to promote community, council, business, skills, and education events all in one place. • Host the 2026 National Armed Forces Day. 	<ul style="list-style-type: none"> • Community cohesion events delivered. • Rushmoor Together programmes successfully implemented. • 'Farnborough Together Churches Group' established and active. • 2026 National Armed Forces Day hosted successfully. • Online events calendar created.
<p>Work with partners to address health inequalities and improve awareness of mental health.</p> <ul style="list-style-type: none"> • Promote health and wellbeing opportunities. • Organise and deliver a men's mental health day. • Develop and promote cost-of-living support through community initiatives. • Support older, vulnerable residents and reduce social isolation. • Support mental health projects through the Rushmoor Together plan. • Promote healthy weights in children at local schools. 	<ul style="list-style-type: none"> • Health and wellbeing events delivered, including men's mental health day. • Warm hub events delivered as part of cost-of-living support. • Wellbeing being walks held to help increase social interaction and reduce isolation. • Live Longer Better programme delivered successfully.
<p>Work with the community and voluntary sector to support residents and deliver priorities.</p> <ul style="list-style-type: none"> • Explore opportunities to implement a Civil Society Covenant to formalise collaboration with Voluntary, Community and Social Enterprise (VCSE) groups. • Explore opportunities to develop a voluntary and community hub at the council offices. • Develop and deliver a Young People's Plan supported by community grants and increase youth engagement by expanding opportunities through existing youth clubs and working with schools, including debates and open days. • Deliver local community grants programmes including the Rushmoor Community lottery and Supporting Communities grants. • Work with partners to support all residents and communities and build a shared sense of belonging. 	<ul style="list-style-type: none"> • Charity/veterans hub operating, progressing options for charity and veteran's hubs. • Refreshed Young People's Plan. • Deliver open days and school debates at council offices.

Pride in Place: Clean, Safe and Vibrant Neighbourhoods

Fly-tipping, dog fouling and littering can affect how people feel about their local area and public places, making them less proud of where they live, so it's important we tackle these issues head-on.

We also want our residents to feel safe in their neighbourhoods and town centres and that means engaging with people to promote positive behaviours and shared responsibilities.

Consultation with residents has told us that satisfaction with playgrounds and play spaces varies across the borough. Where quality, cleanliness or safety fall short of expectations, they are less likely to be used, which limits the opportunities for play, physical and social interaction.

This priority aims to address these challenges, supporting cleaner, safer and more welcoming neighbourhoods that residents feel proud of and confident using.

Priorities

Implement initiatives to achieve cleaner neighbourhoods.

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.

Invest in refreshing our playgrounds.



Activity	Outputs
<p>Implement initiatives to achieve cleaner neighbourhoods.</p> <ul style="list-style-type: none"> Educate and enforce to reduce fly-tipping, combining prevention activity with targeted enforcement in problem areas. Work collaboratively with landowners to tackle flytipping on private land. Run public campaigns to help residents and businesses understand how to dispose of waste legally and responsibly. 	<ul style="list-style-type: none"> Place Protection Officers work in known areas to reduce fly-tipping and improve cleanliness in neighbourhoods. Through public campaigns raise awareness of residents' and businesses' responsibilities for disposing of waste properly. Take enforcement action where necessary to discourage fly-tipping and other environmental offences. Apply penalties consistently, while offering clear information and payment options to encourage compliance and payment. Work with partners, including housing associations and other landowners, to develop a Memorandum of Understanding to tackle environmental issues more effectively.
<p>Cabinet Pride in Place champion to encourage local, cleaner streets projects.</p> <ul style="list-style-type: none"> The Pride in Place Coordination Group running initiatives to clean up the borough, including dog fouling and litter picking campaigns, community engagement and educational workshops. Support and maintain the 'binfluencers' network to encourage ongoing community participation and positive behaviour change. Introduce a series of street art installations to uplift areas and improve community pride. 	<ul style="list-style-type: none"> Delivery of an annual Keep Britain Tidy campaign. Litter picking campaigns delivered jointly with community groups. Dog fouling campaigns delivered in local hotspot areas collaboratively by officers and the Pride in Place Champion. Educational sessions delivered in schools, clubs and community groups to raise awareness of recycling and individual responsibilities. Complete a series of street art installations in key locations (approx. five installation).
<p>Work across the council and with partners to expand initiatives to address long-term issues of antisocial behaviour.</p> <ul style="list-style-type: none"> Work with partners to address the underlying issues that contribute to ongoing antisocial behaviour in our borough. Respond to persistent antisocial behaviour by signposting to diversionary activities or agencies and taking appropriate enforcement when needed. Reduce antisocial behaviour in our town centres, by working alongside our partners, leading to improvements to the local town environment. 	<ul style="list-style-type: none"> Enforcement activity carried out by Place Protection team. Delivery of annual Think Safe event in partnership with other agencies. Public engagement and awareness events held to promote safety, positive behaviours and community reassurance.
<p>Invest in refreshing our playgrounds.</p> <ul style="list-style-type: none"> Review the existing playground strategy action plan. Working with the community, commission refurbishment/renewal works to playgrounds on a priority basis (informed by strategy). 	<ul style="list-style-type: none"> Playground refurbishment/renewals completed, updating older sites with newer and more inclusive equipment. Community consultations carried out on larger sites to inform and shape the playground improvement process.



The future and financial sustainability

The council needs to make sure their services and activities are affordable and of a good quality. As well as continuing to strive to improve what we do, we will be delivering against our financial recovery plan, also putting in place clear ways to monitor activities so that we can be publicly accountable.

We are also committed to playing our part to tackle climate change and will be publishing a more ambitious climate change action plan, involving our residents more, particularly young people.

The government's plans for devolution and local government reorganisation are set to bring about major change to how councils are structured and run, with new unitary authorities in place by April 2028. Over the next year, we will continue to put the needs of local people forward, as discussions continue. We will also support our staff through these major changes.

Priorities

Achieve financial sustainability through delivery of the Financial Recovery Plan.

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

Become a greener and more sustainable borough.

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

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

Activities	Outputs
<p>Achieve financial sustainability through delivery of the Financial Recovery Plan.</p> <ul style="list-style-type: none"> Delivery of the Financial Recovery Plan, which is a high-level plan to address the budget deficit over four years. Implement a new Asset Management Strategy to make sure the council manages its property portfolio well and that it only retains commercial property if it delivers a good return on investment. 	<ul style="list-style-type: none"> The right commercial property and land is disposed of to reduce costs and free up funds. Longer leases are negotiated. Service reviews are carried out. Budget reviews are carried out.
<p>Achieve the best outcome for Rushmoor residents and business from devolution and local government reorganisation.</p> <ul style="list-style-type: none"> We are committed to working with other Hampshire councils to form a new unitary authority following the government's expected decision in March 2026. The new unitary authority is planned to be operational by April 2028. Increased communications and engagement to make sure residents, businesses and our partners are aware of the changes to local government and how it may affect them, while at the same time making sure that we continue to deliver our commitments in the Delivery Plan. 	<ul style="list-style-type: none"> A new unitary authority is operational by April 2028, including effective local democratic representation. Local government reorganisation communications plan developed and delivered. Communications and engagement activity and materials in place and being delivered.
<p>Become a greener and more sustainable borough</p> <ul style="list-style-type: none"> Engage young people through the Youth Climate Ambassadors Group. Organise and deliver debates on climate change for young people. Encourage and promote active travel and the use of green spaces to improve health and wellbeing. Introduce climate change impact assessments to decision-making. Continue to support the work to reflect the ambition of the 10 priority actions from the refreshed 2025-28 climate change action plan. 	<ul style="list-style-type: none"> Annual climate change report is produced. Rushmoor Climate Community Group meetings are held. Youth Climate Ambassador Forums are held. Eco Festival is held. Climate Change Impact Assessments are carried out. Green spaces map/resource is produced.
<p>Put in place ways to monitor and review regularly the progress of this Delivery Plan, so that we are publicly accountable to residents, acting where needed to bring it back on track.</p> <ul style="list-style-type: none"> Embed the refreshed Performance Management Framework and continue to develop the council's approach to performance. Improve how the council communicates its performance against the Delivery Plan to promote transparency and accountability. In addition to the quarterly monitoring, investigate the introduction of Portfolio or service area dashboard. 	<ul style="list-style-type: none"> Quarterly monitoring. Delivery Plan performance reviewed by the Overview and Scrutiny Committee. Portfolio / service dashboards produced.
<p>Support staff and councillors through structural changes and local government reorganisation - setting teams up for success in the new unitary council.</p> <ul style="list-style-type: none"> Support the local government reorganisation programme and the transition to the new unitary. Continue with Staff Connect sessions to provide updates, Q&A, and build transparency. Launch career conversations (Your Skills, Your Future) to help staff identify transferable skills and explore career pathways. Implement actions from the 2025 staff Health and Wellbeing Survey to strengthen resilience and morale. 	<ul style="list-style-type: none"> Staff Connect programme delivered. Your Skills, Your Future conversations held. Wellbeing action plan implemented. Change and resilience toolkit for leaders and staff.

Equality, diversity and inclusion

We are committed to complying with the Equality Act 2010, and in October 2024, we 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.

Our annual Equality Report, published in January 2026, highlighted that we have made significant progress in the last year, including:

- Making equality impact assessment an established activity for council decision-making.
- Delivering training and awareness courses for disabilities, prevention of sexual harassment, and inclusive leadership.
- Continuing to support apprenticeships, T-Level placements and inclusive work experience opportunities, including tailored support for neurodiverse students, delivered with local schools and colleges.
- Improving website accessibility.
- Expanding membership of the Rushmoor Together partnership and facilitating independent community workshops.

During 2026, the council will develop and adopt an Equality Policy to continue to evolve how it puts diversity and inclusion at the heart of everything it does and will publicise its commitment to this. This will describe how the council will:

1. Comply with the Public Sector Equality Duty.
2. Continue to develop as an inclusive employer, supporting a workforce that increasingly reflects the local community.
3. Deliver accessible, inclusive, and responsive services to all residents in the borough.
4. Foster a welcoming and inclusive community where all residents feel their voices are heard and can influence decision-making.

This policy intends to make measured improvements to council practices so that the new unitary council inherits a well-performing, diverse, and inclusive organisation.

To reflect these objectives, we will:

- Design engagement and consultation activities so that all groups with protected characteristics have an opportunity to take part.
- Carry out equality impact assessments, both on any proposed service changes arising from the Financial Recovery Plan, and to identify barriers to our facilities and services so everyone has access to them.
- Promote inclusive cultural activities that engage underrepresented and marginalised communities.
- Target programmes and activities to areas and people that need them most. Ensure mental health support is accessible to everyone, particularly focusing on deprived areas and minority groups.
- Improve the quality of local social and private rented housing, as this will have a positive impact on groups with protected characteristics.

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.

We want 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.

As part of this, we have developed a refreshed and more ambitious Climate Change Strategy and Action Plan for 2025–28.

This delivery plan will help the environment and the move towards sustainability by:

- Making sustainability a key theme of the Delivery Plan, with climate change impact assessments applied to all major decisions, including service changes arising from the Financial Recovery Plan.
- Delivering projects to reduce the council's carbon footprint, including improvements to our vehicles and building energy efficiency.
- Expanding community engagement through the Youth Climate Ambassadors programme and hosting an Eco Festival to promote sustainable living.
- Working with social and private landlords to improve energy performance of housing, reducing carbon emissions and lowering tenant energy costs.
- Running borough-wide campaigns to prevent fly-tipping, increase recycling rates, and promote responsible waste management.
- Ensuring the new Local Plan incorporates green infrastructure, biodiversity net gain, and sustainable transport options.

By embedding these actions, our aim is to create a cleaner, safer and more sustainable environment that supports businesses and communities, encourages local investment, and improves quality of life for residents.

Document control

Title	Council Delivery Plan 2026-28
Topic/Service	Policy, Strategy and Transformation
Version	1.00
Next review date	01 April 2028
Last reviewed by	Not applicable
Last reviewed date	Not applicable
Approving authority	Council
Approval date	26 Feruary 2026

Detailed Delivery Plan 2026-28

January 2026

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Key to indicator letter code:

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

I = Where the Council can only influence changes

A = Data published annually

Q = Data published quarterly

Theme: Skills, Economy and Regeneration

Aldershot and Farnborough are home to successful and world-renowned large businesses, many innovative and rapidly growing SMEs and successful independent traders. We will continue to work with these businesses to support them and boost local job opportunities and local economic growth. Working with schools and colleges will connect people, particularly young people, with new jobs, opportunities and training to develop the skills that our growing businesses need, giving people access to the benefits of a strong, local economy. We will continue our focus on driving growth and investment to boost our strong business sectors and develop Aldershot and Farnborough as hubs for defence, aerospace and technology.

With developments such as Aldershot's Union Yard and Farnborough's Landing town square, we will regenerate and improve more spaces for people to live, to come together, spaces for businesses, for creators, for makers and for the community. We will improve the retail environment and attract businesses into vacant units; building stronger vibrant community spaces that complement our thriving local businesses.

Priorities

- Skills - Promote access to skills, development and training so that residents can be part of a thriving local economy.
- Economy - Work with businesses to attract and retain jobs, through active place-making and targeting of key industries.
- Regeneration - Partner with experts to deliver strategic transformation of town centres and neighbourhoods.

Priority: Skills - Promote access to skills, development and training so that residents can be part of a thriving local economy.

Portfolio holder	Julie Hall
Lead officer	Lee McQuade
Service	Property and Growth

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Deliver targeted projects, events and engagement activities designed to help residents who are Not in Education, Employment or Training (NEET) to get access to apprenticeships, training and employment opportunities. - By summer 2026 establish a Youth Hub with the Department for Work and Pensions and other partners to support young people (16-25) into employment. - Work with local partners to coordinate and promote skills and employment opportunities including supporting a skills and careers event to connect residents, schools, and colleges with local employers/ training providers. - Continue to require businesses to provide new employment and skills plans as part of any significant planning applications that show how residents will have opportunities for work and training. 	<ul style="list-style-type: none"> - A series of projects and engagement activities, to help residents get access to training, apprenticeships and employment opportunities. - Launch of a Youth Hub. - Skills and careers event held successfully. - Positive qualitative feedback from event attendees, businesses and supported residents shows positive impact of council support. - Employment and skills plans developed where appropriate and monitored by the council. 	<ul style="list-style-type: none"> - Increase in the number of residents supported in accessing a training programme, gaining a qualification or gaining employment. - Increase in number of NEET young people supported into employment, skills or training through the Youth Hub.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of residents directly supported in accessing a training programme, gaining a qualification or gaining employment.	D, Q	1000 2025/26	1500	RBC
OP2 - Qualitative feedback on RBC's impact on skills development and job prospects.	D, A	New measure	New measure	RBC
OP3 - Youth Hub operational - Summer 2026	D, A	N/A	By Summer 2026	RBC
OP4 – Number of Employment and Skills Plans which are monitored and agreed actions within them achieved.	D, Q	3 2025/26	4	RBC
OC 1- Increase in number of NEET young people supported into employment, skills or training through the youth hub.	I, A	New measure	New measure	DWP
OC2 – Increase in the % satisfied with 'Supporting businesses, encouraging job creation and supporting residents to find work.'	D, A	2025 Online – 11.9% Face to face – 31.1%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey

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

Portfolio holder	Julie Hall
Lead officer	Lee McQuade
Service	Property and Growth

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Drive the development of Aldershot and Farnborough Growth Partnership (AFGP) and work with businesses, government and academia to promote Aldershot and Farnborough as a hub for national defence, aerospace and technology SME innovation, attracting investment and good quality jobs. Implement the Farnborough Aerospace Cluster Development Action Plan which sets out how the council will work with partners to grow and strengthen the cluster as a globally recognised hub for aerospace, defence and advanced manufacturing. Implement place narratives for Aldershot and Farnborough including working with partners to promote the area as an inward investment destination and target potential investors. Work with partners to deliver business networking events focused on specific, actionable themes linked to Rushmoor's key growth sectors. Support businesses by providing one-to-one business advice and free training. Leverage the social value aims of businesses through a new social value business toolkit to support our towns and communities to be completed by September 2026. 	<ul style="list-style-type: none"> Aldershot and Farnborough Growth Partnership established. Inward investment collateral completed (website and investment prospectus). Creation of an implementation plan for the place narrative and branding toolkit. One-to-one advice sessions held with businesses. Social value business toolkit delivered. 	<ul style="list-style-type: none"> Stronger positioning of our towns as hubs for defence, aerospace and technology. Increased number of entrepreneurs/businesses supported. Increased level of inward investments and employment in key growth sectors. More businesses delivering social value and increased number of social value initiatives in the local community.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of businesses receiving 1-1 business support and accessing free business training.	D, Q	67 1-1 advice sessions and 213 hours of training so far in 2025/26 *	70 1-1 sessions / 250 hours of free training delivered.	RBC
OP2 - AFGP inward investment materials completed using place narrative branding.	D, A	N/A	AFGP website and investment prospectus completed.	RBC
OP3 - Social value business toolkit completed.	D, A	N/A	September 2026	RBC
OC1 - Increased numbers of inward investments in aerospace, defence and technology businesses.	I, Q	5 projects in 2025/26	7	RBC
OC2 - Business survival and business growth rates.	I, A	<ul style="list-style-type: none"> 385 business births in 2024 Business births in 2023 - 92% survived after the first year 	Survival rates above the national average (93.4%)	ONS Business demography, UK - Office for National Statistics
OC3 - Increase in the proportion of employees in the aerospace, defence and technology sectors.	I, A	<ul style="list-style-type: none"> 9,000 (17.3%) jobs in Information and communication in 2024 7,000 (13.5%) jobs in Professional, scientific and technical activities in 2024 	Increase in the proportion of employees in the aerospace, defence and technology sectors.	NOMIS Labour Market Profile - Nomis - Official Census and Labour Market Statistics
OC4 - Number of businesses delivering social value and number of social value initiatives in the local community.	D, Q	New measure	New measure	RBC

*to be updated at the end of the year

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

Portfolio holder	Julie Hall
Lead officer	Karen Edwards
Service	Regeneration and Development

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Undertake the Farnborough Civic Quarter masterplan review and work with key partners on potential phasing, funding, and implementation as part of a wider approach to the regeneration of Farnborough town centre. Work with developers of the Galleries to unblock the scheme and enable delivery of a mixed-use scheme including a town centre car park. Facilitate the disposal of 82 residential units at Union Yard and occupation of the remaining retail units. Facilitate the move of Loungers into the Meads. Complete the disposal of vacant land at the north of Farnborough town centre to enable new homes and community uses. Implement measures which improve the urban realm and retail environment of Aldershot, Farnborough and North Camp town centres. <p>Note: there is some cross over with the 'Promote development of new and affordable homes on brownfield land' priority.</p>	<ul style="list-style-type: none"> A revised and viable approach to the redevelopment of the Farnborough Civic Quarter. A viable scheme for The Galleries is brought forward by the developer. Remaining retail and housing units at Union Yard occupied. Loungers opens in Farnborough. Development of vacant land at the north of Farnborough town centre is taken forward to planning An initial feasibility study on potential improvements to the urban realm in Farnborough town centre. 	<ul style="list-style-type: none"> The next steps for the Farnborough Civic Quarter can be taken in the context of the future town centre regeneration. Continuation of the regeneration of Aldershot town centre and provision of a new car park. Improved retail offer and increased footfall in our town centres.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Planning application submitted for redevelopment of the Galleries	I, A	N/A	No in our control	RBC
OP2 - Revised approach to delivery of the Farnborough Civic Quarter regeneration in place	D, A	N/A	by Q1 2026/27	RBC
OP4 – Proportion of occupied residential units at Union Yard	D, A	18%	100%	RBC
OP5 – Loungers opens	D, A	N/A	by Q4 2026/27	RBC
OP6 - Planning application submitted for redevelopment vacant land in Farnborough town centre	D, A	N/A	TBC	RBC
OC1 - Percentage satisfaction with town centres	D, A	2025 Online – 17.9% Face to face – 34%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey
OC2 – Town centre vacancy rates	D, Q	December 2025* Aldershot -10% (30 units) Farnborough - 9% (13 units) North Camp - 8% (8 units)	Aldershot – 9% Farnborough – 8% North Camp – 8%	RBC

*to be updated at the end of the year

Theme: Homes for All: Quality Living, Affordable Housing

A safe, good-quality home is essential for every family. While we've made progress, there are still areas where housing in our borough needs to improve. Some homes do not yet meet modern standards, and the process for allocating social housing can feel complicated. For those most in need, temporary accommodation should be of a suitable standard and offer good value for money. At the same time, we need to deliver more new homes through the regeneration of our brownfield sites.

We are committed to tackling these challenges. We are working closely with local housing providers, landlords, and developers to improve standards, increase housing choices, and make the allocation process clearer and fairer. Our goal is to make sure that residents have access to homes that are safe, affordable, and meet their needs, now and in the future.

Priorities

- Work with local social housing providers encourage them to offer local tenants a good, consistent service and decent social homes.
- Encourage the development of new and affordable homes on brownfield land.
- Provide good quality temporary and supported accommodation.
- Intervene to improve the quality of private rented sector homes in the borough, which do not meet acceptable living standards.
- Make it easier to understand how the Council allocates social housing.
- Develop a new Local Plan that maximises the delivery of new homes.

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

Portfolio holder	Keith Dibble
Lead officer	Zoe Paine
Service	Strategic Housing

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Undertake strategic meetings with all major local social housing providers to work together to improve quantity and quality of social housing in Rushmoor. - Shift scrutiny focus to internal performance and delivery of housing services through the Housing Oversight Group. - Investigate targeted downsizing incentives for under-occupied homes with plans for implementation where feasible by April 2027. 	<ul style="list-style-type: none"> - Agreed positions with local providers by April 2027. - Published scrutiny reports with clear recommendations and action tracking. - Published report with outcome of downsizing incentives investigation. 	<ul style="list-style-type: none"> - Proportion and waiting times of families allocated suitable larger homes. - Reduction in number of social housing complaints reported to the Housing Ombudsman. - Reduction in proportion of social housing properties failing to achieve the Decent Homes Standard. - 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.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of local social housing providers attending and agreeing positions.	I, A	0	5	RBC
OP2 - Number of scrutiny recommendations implemented	D, A	N/A	TBC once recommendations received.	RBC
OP3 - Outcome of downsizing incentives investigation implemented.	D, A	N/A	Report 26/27 Implementation 27/28	RBC
OC1 - Proportion and waiting times of families allocated suitable larger home	D, A	TBC	TBC	RBC
OC2 - Reduction in number of social housing complaints reported to the Housing Ombudsman	I, A	24/25 – 19 maladministration findings	Fewer than 10 maladministration findings by 2030/31	Housing Ombudsman Every July for the previous year
OC3 - Reduction in proportion of social housing properties failing to achieve the Decent Homes Standard	I, A	12 (0.2%) in 2024/25	0%	Private registered provider social housing stock in England - GOV.UK

Priority: Encourage the development of new and affordable homes on brownfield land

Portfolio holder	Keith Dibble
Lead officer	Zoe Paine
Service	Strategic Housing

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Support Grainger with options to accelerate building affordable homes in the Wellesley development. Identify and progress further opportunities for new and affordable homes with developers, local social housing providers, and government agencies. <p>Note: there is some cross over with the 'Regeneration: Partner with experts to deliver strategic transformation of town centres and neighbourhoods' priority.</p>	<ul style="list-style-type: none"> Affordable homes occupied in Wellesley. Pipeline of new regeneration and housing opportunities with projected housing numbers. 	<ul style="list-style-type: none"> Increased supply of affordable and social housing across the borough. Brownfield land brought back into productive use. Improved housing choice for local residents and key workers.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number and proportion of occupied affordable housing units at Wellesley	I, A	Total Wellesley occupied (Sept 25) = 1,713. Of which affordable = 497.	Total Wellesley Delivery 3850 – all tenures with 1347 affordable by 2030 2026 Delivery programme to be confirmed by Grainger.	RBC
OP2 - Number of affordable and social housing units in pipeline.	I, A	25/26 Pipeline 316 affordable / social units	At or above 150 affordable/social units per year.	RBC
OC1 - Number and proportion of affordable and social housing units	I, A	Total Housing Stock 42243 (ONS Data set Jan 2026) Rented social housing 6842 and 16% of total stock Shared ownership homes 718 and 0.10% of total housing stock	150 – 300 more per year 70/30 split of rented to shared ownership.	RBC

Priority: Provide good quality temporary and supported accommodation

Portfolio holder	Keith Dibble
Lead officer	Zoe Paine / Suzannah Hellicar
Service	Strategic Housing / Housing

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Partner with local social housing providers to sustain or secure new, suitable temporary accommodation units. Identify and deliver alternatives to Clayton Court prior to closure in 2028. Adopt a borough-wide approach to temporary accommodation site selection by April 2027. Run fortnightly drop-in surgeries at temporary accommodation units to support residents and resolve issues early. Review cost and funding model for supported housing to make sure they are sustainable by April 2027. 	<ul style="list-style-type: none"> New temporary accommodation units secured and operational. Clayton Court decommissioned and replaced with suitable alternatives. Drop-in surgeries delivered with recorded attendance and issues resolved. Financial review of supported housing completed with recommendations implemented. 	<ul style="list-style-type: none"> Adequate supply of safe and suitable temporary accommodation. Manage use of bed and breakfast accommodation as option of last resort. Improved resident experience and reduced complaints in temporary accommodation. Sustainable funding model for supported housing provision.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of temporary accommodation units.	D, A	25/26: 109	109 or above.	RBC
OP2 - Date of Clayton Court closure and replacement provision in place.	D, A	Not applicable	In 2028	RBC
OP3 - Number of drop-in surgeries held with recorded attendance	D, Q	Not applicable (new project)	26 surgeries held Attendance for info	RBC
OP4 - Completion of supported housing funding review and actions taken.	D, A	Not applicable	By April 2027	RBC
OC1 - Reduction in unmet priority demand for temporary accommodation	I, A	B&B / Hotel placements: 25/26 so far - 76 B&B / Hotel Spend: 25/26 so far £101k / £190k budget*	5% reduction	RBC
OC2 - Proportion of temporary accommodation units achieving the Decent Homes Standard and EPC C	I, A	TBC data held by providers	100%	RBC
OC3 - Reduction in number of complaints from residents in temporary accommodation	I, A	No baseline	Start tracking in 26/27 and set target in 27/28.	RBC

*to be updated at the end of the year

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

Portfolio holder	Keith Dibble
Lead officer	Suzannah Hellicar
Service	Housing

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Deliver three targeted landlord engagement and advice sessions each year, including regular Landlord Forums. - Take robust enforcement action on serious housing condition breaches. - Prepare to adopt and implement new powers from the Renters' Rights Act as soon as available. 	<ul style="list-style-type: none"> - Landlord Forums delivered. - Advice and compliance support provided to local landlords. - Enforcement notices issued for non-compliant properties. 	<ul style="list-style-type: none"> - Improved quality and safety of private rented housing. - Increased resident satisfaction in private rented housing.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of Landlord Forums held and attendance levels.	D, A	1 in Nov 2025	3	RBC/NLA
OP2 - Number of enforcement notices issued and resolved	I, A	23/24 13 Enforcement Notices (EN) 1 Hazard Awareness Notice (HAN) 24/25 16 EN 0 HAN 25/26 to date* - 4 EN 2 HAN	10	RBC
OC1 - Reduction in the number of private sector complaints	I, A	Complaints received by PSH 23/24 - 395 24/25 - 306 25/26 to date* - 277	300	RBC
OC2 - Increase in proportion of private rented housing properties achieving EPC C	I, A	Awaiting most recent data *	TBC	ONS

*to be updated at the end of the year

Priority: Make it easier to understand how the Council allocates social housing

Portfolio holder	Keith Dibble
Lead officer	Suzannah Hellicar
Service	Housing

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Review and update the medical criteria in the housing allocation scheme to improve clarity, fairness, and transparency by July 2027. Engage councillors, voluntary and community organisations, and partners to ensure policy reflects local priorities (e.g., mental health support, stronger local connection). Develop clear, user-friendly communication materials and online resources explaining the allocation process. Publish quarterly housing allocation data to improve transparency from April 2026. 	<ul style="list-style-type: none"> Updated housing allocation scheme approved and implemented. New communication materials and web content launched. Quarterly allocation data published on the Council website. 	<ul style="list-style-type: none"> Increased resident understanding and confidence in the allocation process. Fairer and more transparent allocation decisions. Reduced disputes and successful appeals.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Updates made to the allocation scheme.	D, A	N/a	By July 2026	RBC
OP2 - Website visits to allocation information pages.	D, Q	2025/26 How we allocate housing - 4,831* Policy downloads – 1,285*	2026 – 10% increase	RBC
OC1 - Increase in proportion of residents who are satisfied with 'Housing-providing affordable housing to local people, preventing homelessness and providing grants to help people stay in their homes'.	D, A	2025 – Online – 13.2% Face-to-Face - 23%	2026 – Face-to-face - 25%	RBC survey
OC2 - Reduction in complaints about allocation decisions	D, Q	5 formal complaints in 2025/26 so far connected to banding and allocations*	2026/27 – 4 formal complaints	RBC

*to be updated at the end of the year

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

Portfolio holder	Keith Dibble
Lead officer	Alice Barella
Service	Planning Policy

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Develop and consult on a new Local Plan setting out location, scale, and type of future development. - Gather evidence and complete technical studies to support housing, employment, infrastructure, and other needs. - Engage with residents, businesses, and partners to shape the plan and secure buy-in. 	<ul style="list-style-type: none"> - Draft Local Plan published for consultation. - Evidence base completed and published. 	<ul style="list-style-type: none"> - Clear framework for housing delivery and sustainable development. - Five-year housing land supply demonstrated and maintained.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Achievement of key milestones in the Local Plan timetable	D, A	TBC – Cabinet March 2026*	On Target	RBC
OC1 - Number of homes delivered compared to Local Plan target.	D, A	Average delivery – 92% 24/25 – 136%	100%	RBC
OC2 - Five-year housing land supply confirmed in annual monitoring reports.	D, A	Achieved 5 years	5 years	RBC

*Update after revised local plan timetable agreed in March

Theme: Community and Wellbeing: Active Lives, Healthier and Stronger Communities.

We want to help our residents lead healthy, active and enjoyable lives and that means making sure they have access to opportunities to exercise and keep fit.

Of utmost importance is to deliver a new Farnborough Leisure Centre that is viable and affordable and we are working hard to bring this forward as soon as we can.

We continue to increase our popular programme of community and cultural events for all, to make Rushmoor a place where everyone feels at home, including hosting the 2026 National Armed Forces Day in June 2026.

We are also working with partners to address health issues and improve access to mental health support.

Priorities

- Make sure 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 and improves feelings of belonging.
- Work with partners to address health inequalities and improve awareness of mental health.
- Work with the community and voluntary sector to support residents and deliver priorities.

Priority: Make sure all residents have access to opportunities for physical exercise including a new leisure centre in Farnborough.

Portfolio holder	Sophie Porter
Lead officer	Jo Cohen/Emma Lamb
Service	Regeneration and Development/Community and Partnerships

Activities	Outputs	Outcomes
<p>Delivery of new Farnborough leisure centre and associated parking.</p> <ul style="list-style-type: none"> - Planning permission achieved: February 2026. - Award of construction contract: March 2026. - Start on site: June 2026. - Completion: December 2027. 	<ul style="list-style-type: none"> - Completion of construction and opening of new Farnborough leisure centre and successful handover to Operations. 	<ul style="list-style-type: none"> - Increased access to physical exercise and wellbeing opportunities for all age groups.
<ul style="list-style-type: none"> - Continue delivering the Active in Rushmoor campaign from May–July 2026 with free taster sessions at Victoria Day, Donkey Derby and Moorfest (13 July). - Work in partnership with partners incl. NHS Frimley, Public Health Hampshire, RVS to promote and support physical activity opportunities across Rushmoor with a specific emphasis on areas of deprivation and inactivity. - Work with health partners to promote new and existing ways in which green space can be used to improve the health and wellbeing through initiatives such as Wellbeing Walks and Blooming Minds - Deliver 'Feel Good Fridays' events in Easter and Summer 2026, co-hosted with NHS Frimley, Public Health Hampshire and local activity providers, to promote activity and wellbeing. 	<ul style="list-style-type: none"> - Delivery of 'Active in Rushmoor' campaign in Rushmoor (summer 2026 and beyond). - Increased physical activity offers from local organisations as a result of 'Active in Rushmoor'. - Implementation of 'Feel Good Fridays' initiative. 	<ul style="list-style-type: none"> - Increased access to physical exercise and wellbeing opportunities for all age groups. - Reduction in physical inactivity levels across the borough.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Construction milestones achieved (on site by June 2026, opening by December 2027).	D, A	N/A	By December 2027	RBC
OP2 - 'Feel Good Fridays' events delivered as scheduled - Easter	D, A	2	4	RBC
OP3 - 'Active in Rushmoor' campaign executed, including social media engagement and feedback collection – spring	D, A	TBC	TBC	RBC
OC1 - Monthly attendance and membership data (from leisure-centre software)	I, Q	N/A	N/A	TBC
OC2 - Increased satisfaction with sports and leisure facilities - Residents survey next to be undertaken in 2026.	D, A	2025 Online – 20.5% Face to face – 38.7%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey
OC3 - Increase in % of Physically Active Adults	I, A	64.6% in 2023/24	Increase	Local Authority Health Profiles
OC4 - Increase in number of organisations participating in physical activity campaigns	D, A	TBC	TBC	

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

Portfolio holder	Sophie Porter
Lead officer	Emma Lamb
Service	Community and Partnerships

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Develop and implement a partnership-led cohesion programme of work and deliver three partner-led cohesion events in low-engagement areas during 2026/27, co-designed with local groups and embedded within the Rushmoor Together plan. - Deliver Rushmoor Together partnership plan throughout 2026/27, coordinating partner-led projects and meetings to strengthen community cohesion, working with Rushmoor BC, NHS Frimley, RVS, Citizens Advice Rushmoor, faith groups and other partners. - Establish the Farnborough Together Churches Group and hold two meetings by March 2027. Alongside ongoing Faith Leaders forums, contact with local faith leaders and Armed Forces partners. - Develop and deliver a borough-wide business and leisure events calendar on council website to promote business, community, council, skills, and education events all in one place, by spring 2026. - Hold the 2026 National Armed Forces Day on the weekend 27 and 28 June. A full programme of events will be organised for the celebrations, which could include a parade, civic reception, flypasts, military displays and a remembrance service as well as music and community sports events. 	<ul style="list-style-type: none"> - Community cohesion events delivered in low engagement areas. - Rushmoor Together programmes successfully implemented. - 'Farnborough Together Churches Group' established and active. - 2026 National Armed Forces Day held. - Events calendar created. 	<ul style="list-style-type: none"> - Increased participation in community and cultural activities. - Strengthened community cohesion and sense of belonging. - Increased engagement with local communities. - Increased satisfaction with cultural activities and events.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of community cohesion events and attendance held in low engagement areas - waiting to be approved by PPAB	D, A	1	3	RBC
OP2 - Number of 'Rushmoor Together activities' delivered	D, A	3	6	RBC
OP3 - Number of grants the Council allocates to support community and cultural activities/or events -	D, A	8	10	RBC
OP4 - Number of 'Farnborough together churches group' meetings- new group	D, Q	0	2	RBC
OC1 - % of residents who agree they belong to their local area	D, A	2025 Online – 49.3% Face to face – 79.4%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey
OC2 - % of residents that think people from different backgrounds get on well together via the Resident Survey	D, A	2025 Online – 45.5% Face to face – 78.6%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey
OC3 - % of residents aware of and attending community activities or events in their local area	D, A	2025 Online – 47.3% Face to face – 32.9%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey
OC4 - % of residents reporting being 'very satisfied' or 'fairly satisfied' with local arts and culture events	D, A	2025 Online – 43.7% Face to face – 56.6%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey

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

Portfolio holder	Sophie Porter	
Lead officer	Emma Lamb	
Service	Community and Partnerships	

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Work in partnership throughout 2026/27 to promote health and wellbeing opportunities via community events and campaigns, working with NHS Frimley, Public Health Hampshire and various voluntary sector partners. - Deliver Men's Mental Health Day in November 2026, with partner stalls and activity tasters, working with NHS Frimley, Citizens Advice Rushmoor, Rushmoor Voluntary Service and local sports providers. - Work in partnership to develop and promote cost-of-living support through community initiatives including a food partnership, with activity aligned to and supported by the Crisis and Resilience Fund. - Work in Partnership to support older, vulnerable residents and reduce social isolation, with activity aligned to and supported by the Crisis and Resilience Fund (TBC in April). - Continue to support mental health projects such as Blooming Minds and Talk Mental groups during 2026/27, working with RVS, NHS Frimley and other local providers. - Work in partnership with schools and health partners to promote healthy weights. 	<ul style="list-style-type: none"> - Health and wellbeing events delivered. - Men's mental health day successfully held. - Warm hub events delivered as part of cost-of-living support. - Wellbeing being walks held to help increase social interaction and reduce isolation. - Live Longer Better programme delivered successfully. 	<ul style="list-style-type: none"> - Residents have easier access to basic health and wellbeing information/ support. - Improved awareness and engagement with mental health service.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of community run events attended by RBC to promote health and wellbeing	D, A	N/A	TBC	RBC
OP2 - Delivery and participation in Men's Mental Health Day	D, A	Event held November 2025	November 2026	RBC
OP3 - Number of warm hub events delivered and attendance– nature of the events	D, A	1	2	RBC
OP4 - The number of wellbeing walks held as part of the plan to increase social interaction and reduce isolation	D, Q	4	6	RBC
OC1 - Number of partner organisations collaborating with RBC on health and wellbeing initiatives (dependent upon the number of grants allocated and different community/partner projects developed)	D, A	TBC	TBC	RBC
OC2 - % of residents reporting satisfaction with health and wellbeing services (via Resident Survey)	D, A	N/A	Question to be developed and asked in the 2026 survey	RBC survey

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

Portfolio holder	Sophie Porter
Lead officer	Emma Lamb
Service	Community and Partnerships

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Explore opportunities to implement Civil Society Covenant to formalise collaboration with Voluntary, Community, and Social Enterprise (VCSE) groups. - Explore opportunities to develop a voluntary and community hub at RBC offices. - Develop and deliver a Young People Plan during 2026/27. - Increase youth engagement by expanding opportunities through existing youth clubs (Prospect Youth Club and Aldershot Youth Café) and working in partnership with schools to provide engagement opportunities including debates and open days. - Deliver local community grants programmes including the Rushmoor Community lottery and Supporting Communities grants, during Oct-Jan 2026/27, and promote impact through an annual report in Feb 2027. - Work with partners throughout 2026/27 to support all residents and communities and build a shared sense of belonging through community engagement activities and partnership meetings, working with Rushmoor Voluntary Service's, Citizens Advice Rushmoor, faith groups and other local partners. 	<ul style="list-style-type: none"> - Charity/veterans hub operating (linked to second floor) (TBC). - Refreshed Young People's Plan. - Deliver open days and school debates at council offices. 	<ul style="list-style-type: none"> - Stronger relationships between VCSE groups and the Council. - Improved support and engagement for young people and veterans.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of community grants applications received, approved and completed	D, Q	18	18	RBC
OP2 - Number of organisations based at the Charity and Veterans Hub (TBC)	D, A	TBC	TBC	RBC
OP3 - Number of youth-focused initiatives funded or supported	D, Q	TBC	TBC	RBC
OP4 - Number of covenant actions delivered within reporting period (TBC)	D, Q	TBC	TBC	RBC
OC1- VCSE feedback on partnership working via Civil Society Covenant (TBC)	D, A	TBC	TBC	RBC
OC2 - Increase in number of young people attending Aldershot Youth Café	D, Q	Average attendance – 15 so far in 2025/26*	TBC after final average attendance figures for 2025/26	RBC
OC3 - Increase in number of young people attending Prospect Youth Club	D, Q	Average attendance – 12 so far in 2025/26*	TBC after final average attendance figures for 2025/26	RBC

*to be updated after year end

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

Fly-tipping, dog fouling and littering can affect how people feel about their local area and public places, making them less proud of where they live, so it's important we tackle these issues head-on.

We also want our residents to feel safe in their neighbourhoods and town centres and that means engaging with people to promote positive behaviours and shared responsibilities.

Consultation with residents has told us that satisfaction with playgrounds and play spaces varies across the borough. Where quality, cleanliness or safety fall short of expectations, they are less likely to be used, which limits the opportunities for play, physical and social interaction.

This priority aims to address these challenges, supporting cleaner, safer and more welcoming neighbourhoods that residents feel proud of and confident using.

Priorities

- Implement initiatives to achieve cleaner neighbourhoods.
- 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.
- Invest in refreshing our playgrounds.

Priority: Implement initiatives to achieve cleaner neighbourhoods.

Portfolio holder	Christine Guinness
Lead officer	James Knight
Service	Operations Service - Place Protection

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Educate and enforce to reduce fly-tipping. Considering a collaborative approach to fly-tipping on private land and deliver campaigns aimed at preventing fly-tipping. Public awareness campaign on waste responsibilities (duty of care). 	<ul style="list-style-type: none"> Place Protection Officers carry out enforcement in known problem areas. Run public awareness campaigns related to waste responsibilities (duty of care). Issue Fixed Penalty Notices. Encourage payment of FPNs and management of payment plans. Develop a Memorandum of Understanding between RBC and third parties (focusing on HAs and MOD). 	<ul style="list-style-type: none"> Residents live in areas with less fly-tipping (by March 2027). Residents perceive their streets and local areas as clean and well maintained. Residents dispose of waste responsibly and in line with duty of care requirements.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1- Number of public awareness campaigns related to waste responsibilities	D, Q	2	4	RBC
OP2 - Number of FPNs issued and paid	D, Q	First 9 months of 25/26 – 21 FPNs issued. 86% paid/being paid*	80% paid	RBC
OP3 - Memorandum of Understanding written and agreed	D, A	N/A	Target for sign off May 2026	RBC
OC1 - Number of fly-tipping reports.	D, Q	214 per quarter (based on 24/25 av.)*	Reduction of 5%	RBC
OC2 – Increase the % of respondents satisfied with 'Keeping the area clean and tidy - dealing with litter, fly tipping and dog fouling, street cleaning and grass cutting'	D, A	2025 Online- 36.2% Face to face – 65%	Increase online response to 40% If face to face carried out – 70%	RBC survey

*to be updated after year end

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

Portfolio holder	Christine Guinness
Lead officer	Ruth Whaymand / James Knight
Service	Operations Service – Contacts / Place Protection

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> The Pride in Place Coordination Group running initiatives to clean up the borough, including dog fouling and litter picking campaigns, community engagement and educational workshops. Support and maintain the 'binfluencers' network to encourage ongoing community participation and positive behaviour change. Introduce a series of Street Art installations to uplift areas and improve community pride. 	<ul style="list-style-type: none"> Delivery of an annual Keep Britain Tidy campaign. Litter picking campaigns delivered jointly with community groups. Dog fouling campaigns delivered in local hotspot areas collaboratively by officers and the Pride in Place Champion. Educational sessions delivered in schools, clubs and community groups to raise awareness of recycling and individual responsibilities. Complete a series of street art installations in key locations (approx. five installation). 	<ul style="list-style-type: none"> Residents perceive their streets and local areas as clean and well maintained. Residents experience less issues with dog fouling (by March 2027).

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of litter picking events held and the number of bin bags collected	D, Q	On average c. 40 events held each quarter and 340 bags collected.	c. 35 per quarter with c. 340 bags collected.	RBC
OP2 - Number of hotspot patrols carried out, due to frequency of reports received within a location	D, Q	None	Reactive to reports and only where resource allows.	RBC
OP3 - Number of educational sessions run at schools, clubs and community groups	D, Q	1 / 2 per quarter	Maintain	RBC
OP4 - Number of street art installations carried out	D, Q	N/A	5	RBC
OC1 - Monitor and ensure within contract scores on NI195 analysis	I, Q	*Tranche 2 25/26: 2% litter, 4% detritus	Serco commitment: 3% litter, 10% detritus	Serco

*to be updated after year end

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

Portfolio holder	Christine Guinness
Lead officer	James Knight
Service	Operations Service - Place Protection

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Working with partner agencies to tackle the underlying issues that contribute to ongoing antisocial behaviour in our borough. - Addressing persistent antisocial behaviour with signposting to diversionary activities or agencies and taking appropriate enforcement when required. - Reducing antisocial behaviour in our town centres, alongside our partners, leading to improvements to the local town environment. 	<ul style="list-style-type: none"> - Enforcement activity carried out by Place Protection team. - Delivery of annual Think Safe event in partnership with other agencies, by spring 2026. - Public engagement and awareness events held to promote safety, positive behaviours and community reassurance. 	<ul style="list-style-type: none"> - Residents feel safe in our borough and town centres. - Youth engagement in Think Safe events contributes to lasting improvements in safety awareness and behaviour.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of enforcement actions carried out (Number of Community Protection Notice (CPNs), Injunctions, Criminal Behaviour Order (CBOs) and closures.	D, Q	Apl – Oct 25. 2 CPW, 1 CPN. 0 Injuncs, 0 CBO and) Closures.	Not target driven. Outcomes based on evidence and proportionality.	RBC
OP2 - Increase in the number of young people engaged with Think Safe event (events held annually)	D, A	840 attendees at the 25/26 event	c.900 attendees based on capacity – 13/18 schools – 72%	RBC
OP3 - Number of engagement and awareness events carried out (including number of people engaged and partners involved).	D, Q	Apl – Oct 25. 3 Events held.	4 (1 each quarter)	RBC
OC1 - Reduction in the number of reported instances of antisocial behaviour by March 2027.	I, Q	825 instances of ASB reported in Q1/Q2/Q3 2025/26.*	For information only	Police
OC2 - Increase in residents' feelings of safety in our town centres, results from the annual Community Safety Survey (survey run in February each year)	I, A	Base data for 25/26 available in March 2026 – Aldershot (day and night), Farnborough (day and night).*	TBC following the results of the 2026 survey	RBC survey
OC3 - Think Safe attendee surveys (next run Spring 2026)	D, A	No baseline data available.	Implement surveys following the 26/27 event.	RBC

*to be updated after year end

Priority: Invest in refreshing our playgrounds

Portfolio holder	Christine Guinness
Lead officer	Ruth Whaymand
Service	Operations Service - Contracts

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Review the existing Playground strategy action plan. - During 2026/27, in partnership with the community, commission refurbishment/renewal works to playgrounds on a priority basis (informed by strategy). 	<ul style="list-style-type: none"> - Playground refurbishment/renewals completed, updating older sites with newer and more inclusive equipment, by April 2028. - Community consultations carried out on larger sites to inform and shape the playground improvement process. 	<ul style="list-style-type: none"> - Local community report greater satisfaction and more frequent use of playgrounds. - Positive impact on the health and wellbeing of local young people.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of playground improvements carried out (refurbishment/renew).	D, Q	N/A	2 during 2026/27	RBC
OP2 - Number of local residents/families engaged in playground projects. (number of residents completing playground renewal surveys)	D, Q	Water Lane – 45 responses (2024) Cove Green – 234 responses (2023)	N/A as dependent on size and location of playground	RBC survey
OC1 - Number of local people using the playground (Survey 6 weeks post installation with community involved).	D, Q	N/A	10/15% increase in usage	RBC survey
OP2- Residents feel the playground has encouraged greater use (Survey 6 weeks post installation with community involved).	D, Q	N/A	Majority of responses are positive	RBC survey

Theme: The Future and Financial Sustainability

Council needs to make sure services and activities are affordable as well as of a good quality. As well as continuing to look to improve what we do, we will be delivering against our financial recovery plan and will put in place clear ways to monitor activities so we can be accountable to you.

We are also committed to playing our part to tackle climate change and will be publishing a more ambitious climate change action plan. Our work will include engaging more with residents, particularly with young people through the Youth Climate Ambassadors Group and debates.

The government's plans for devolution and local government reorganisation are set to bring about major change to how councils are structured and run. We will be joining other councils in Hampshire to create new unitary councils that will replace the existing local authority structure by April 2028. Over the next year, we will continue to put the needs of the people in Aldershot and Farnborough forward, as discussions continue. We also recognise that this is major change for our staff and we will do our best to make sure they feel informed, supported, and equipped to navigate this change.

Priorities

- Achieve financial sustainability through delivery of the Financial Recovery Plan.
- Achieve the best outcome for Rushmoor residents and business from devolution and local government reorganisation.
- Become a greener and more sustainable borough
- Put in place ways to monitor and review regularly the progress of this Delivery Plan, so that we are publicly accountable to residents, acting where needed to bring it back on track
- Support staff and councillors through structural changes and local government reorganisation - setting teams up for success in the new unitary councils.

Priority: Achieve financial sustainability through delivery of the Financial Recovery Plan.

Portfolio holder	Gaynor Austin (Julie Hall - asset management only)
Lead officer	Peter Vickers / Rosie Plaistowe-Melham/ Karen Edwards
Service	Finance/Regeneration and Development/ Property estates and technical services

Activities (SMART)	Outputs	Outcomes
<ul style="list-style-type: none"> - Delivery of the Financial Recovery Plan, which is a high-level plan to address the budget deficit over four years. 	<ul style="list-style-type: none"> - Service reviews are carried out. - Budget reviews are carried out. 	<ul style="list-style-type: none"> - Revenue savings. - Improving capability and capacity within the Finance function. - Improved monitoring and management of budgets by budget holders/Heads of Service.
<ul style="list-style-type: none"> - Implement a new Asset Management Strategy which ensures council manages its property portfolio well, ensuring commercial property is retained only if it delivers a good return on investment. Including, ensuring timely delivery of agreed disposals to support the Financial Recovery Plan. 	<ul style="list-style-type: none"> - The right commercial property and land is disposed of to reduce costs and free up funds. - Longer leases are negotiated. 	<ul style="list-style-type: none"> - Capital receipts. - Regular reporting on progress against key indicators to members and officers.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Outputs are carried out - Balanced General Fund Budget	D, A	N/A	February Council	RBC
OP2 - Outputs are carried out - Budget Reviews (mid-year MTFS update)	D, A	N/A	October Council	RBC
OP3 - Outputs are carried out - Regular Budget Management Reports Budget reports and regular updates are carried out on time, accurately and deliver clear, actionable information to members and officers	D, Q	N/A	At least quarterly	RBC
OP4 - Outputs are carried out - Service Reviews	D, Q	N/A	As per budget report approvals (to follow)	RBC
OP5 - Outputs are carried out - Commercial property disposal	D, Q	N/A	As per asset management plan *	RBC
OP6 - Outputs are carried out - Long lease extensions	D, Q	N/A	As per asset management plan *	RBC
OP7 - Outputs are carried out - Disposal of land	D, Q	N/A	As per asset management plan *	RBC
OC1 - Revenue savings	D, Q	N/A	As per budget report	RBC
OC2 - Timely provision of budget management information to SLT	D, Q	N/A	4 weeks	RBC
OC3 - Timely provision of budget management information to Cabinet	D, Q	N/A	10 weeks	RBC
OC4 - Improving capability and capacity within the Finance function	D, Q	N/A	Ongoing	RBC

*to be updated after asset management plan is agreed

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

Portfolio holder	Leader
Lead officer	Ian Harrison
Service	N/A

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> We are committed to working with other Hampshire councils to form a new the unitary authority following the government's expected decision in March 2026. The new unitary authority is planned to be operational by April 2028. <p>Note: this activity will be updated after the Governments decision in March</p> <ul style="list-style-type: none"> Increased communications and engagement to make sure residents, businesses and our partners are aware of the changes to local government and how it may affect them, while at the same time making sure that we continue to deliver our commitments in the Delivery Plan. 	<ul style="list-style-type: none"> The new unitary authority is operational by April 2028 with effective local representation. Local government reorganisation communications plan developed and delivered. Communications and engagement activity and materials in place and being delivered. 	<ul style="list-style-type: none"> The Council acts on the concern of local residents. Residents feel engaged with devolution, Local Government Reorganisation. Residents feel the Council keeps them well informed.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Elections are held for the new unitary authority in May 2027	I, A	N/A	May 2027	RBC
OP2 - Implementation plans for the new unitary authority include specific local representation on key issues	I, A	N/A	April 2028	RBC
OP3 - Local government reorganisation communications plan	D, A	N/A	TBC	
OC1 - Increase in the proportion of residents that think the Council acts on the concern of local residents	D, A	2025 Online –34.6% Face to face –50.7%	Increase in percentage. However, target is dependent on method of survey in 2026	RBC survey
OC2 - Election turnout for new shadow unitary council elections	I, A	Local -2024 – 33.7% PPC 2024 - 33.6% HCC 2021- 33%-38%	33%	RBC
OC3 – Increase in the proportion of residents that think the Council keeps them well informed	D, A	2025 Online –57.7% Face to face –65%	Above latest LGA figure – 47% October 2024 In line with 2025 face-to-face	RBC survey

Priority: Become a greener and more sustainable borough

Portfolio holder	Sophie Porter
Lead officer	Emma Lamb/Sophie Rogers
Service	Community & Partnerships

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> - Engage young people through the Youth Climate Ambassadors Group. - Organise and deliver debates on climate for young people. - Encourage and promote active travel and the use of greenspaces to improve health and wellbeing. - Introduce Climate Change Impact Assessments to decision making. - Continue to support the work to reflect the ambition of the 10 priority actions from the refreshed 2025-28 action plan. <p>Note: A decision on options for our contractors to reduce the council's carbon footprint is due in March, if an option is agreed, this priority will be updated</p>	<ul style="list-style-type: none"> - Annual climate change report is produced, by March 2027. - Rushmoor Climate Community Group meetings are held. - Youth Climate Ambassador Forums are held. - Eco Festival is held, is held in September 2026. - Climate Change Impact Assessments are carried out. - Green spaces map/resource is produced. By December 2026. 	<ul style="list-style-type: none"> - Young people are engaged on climate change. - The community is engaged on climate change. - Reduction in the Councils carbon footprint.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Publish an annual report	D, A	N/A	By March 2027	RBC
OP2 - Quarterly Rushmoor Climate Community meetings held.	D, Q	3 held by end of 2025/26	4 - one each quarter	RBC
OP3 - Monthly Rushmoor Climate Community updates.	D, Q	Started in June 2025	Monthly	RBC
OP4 - Number of Youth Climate Ambassador Forum held	D, Q	N/A	7	RBC
OP5 - Eco festival held in 2026	D, A	September 2025	By September 2026	RBC
OP6 - Number Climate Change Impact Assessments (CCIA) carried out	D, Q	N/A	All CCIA carried out where necessary	RBC
OP8 - Climate Debate held	D, A	Due to be held by March 2026	By March 2027	RBC
OC1 - Sustained partner engagement, number of stallholders and attendees at the Eco Festival	D, A	2025 -17 stallholders Approx.150 attendees	Maintain or improve on 2025 Eco Festival numbers	RBC
OC2 - Reduction in the Councils carbon footprint	D, A	1,596.49 tCO2e – 2022/23*	Reduction	SUSTRAX

*to be updated after year end

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

Portfolio holder	Leader
Lead officer	Alex Shiell/Sharon Sullivan
Service	Policy, Strategy and Transformation

Activities (SMART)	Outputs	Outcomes
<ul style="list-style-type: none"> - Refresh and deliver the Performance Management Framework to develop the Council's ability to predict, identify, and respond to unexpected performance issues by July 2026. - Improve how the council communicates its performance against the Delivery Plan to promote transparency and accountability. - Introduce performance dashboards that are more automated, focussed on fewer, essential measures, easy for residents to understand, and published on the Council's website by October 2026. 	<ul style="list-style-type: none"> - Quarterly monitoring. - Communication activity. - Delivery Plan performance reviewed by the Overview and Scrutiny Committee. - Portfolio / service dashboards produced. 	Variances identified and action plans put in place to address issues identified.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Quarterly monitoring produced 4 times a year	D,Q	Produced each quarter	Produce each quarter	RBC
OP2 - Draft performance dashboards	D,A	N/A	By October 2026	RBC
OP3 - Delivery Plan performance reviewed at OSC	D,Q	So far not happened	By March 2027	RBC
OC1 - % of material variances identified thorough performance monitoring with action plans in place to address	D,Q	Not monitored	80%	RBC

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

Portfolio holder	Gaynor Austin
Lead officer	Belinda Tam
Service	People Team

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Support the local government reorganisation programme and the transition to the new unitary. Continue with Staff Connect sessions to provide updates, Q&A, and build transparency, three planning for 2025/26. Launch career conversations (Your Skills, Your Future) to help staff identify transferable skills and explore career pathways, by April 2026. Implement actions from the 2025 Health and Wellbeing Survey to strengthen resilience and morale. Actions due to be agreed March 2026 and all actions to be delivered by Q3 2027. 	<ul style="list-style-type: none"> Staff Connect programme delivered. Your Skills, Your Future conversations held. Wellbeing action plan implemented. Change and resilience toolkit for leaders and staff. 	<ul style="list-style-type: none"> Staff and Members feel supported through the change. Workforce feels informed, supported, and equipped to navigate change. Leaders role-model resilience and guide teams effectively. Staff engaged and confident for future opportunities.

Outcome or output indicator (OC or OP)	D, I, A & Q	Baseline	Target	Source
OP1 - Number of Staff Connect sessions held	D, A	Three in 2025/26	Three in 2025/26	RBC
OP2 - Number of wellbeing actions implemented and tracked from 2025	D, Q	TBC*	Q3 2027/28	RBC
OC1 -Appropriate voluntary turnover figures	TBC	Baseline to be set for 2027/28	TBC	RBC
OC2 - Change session feedback - % of leaders confident in leading through change	TBC	TBC	TBC	RBC

*This will be updated after the action plan has been agreed

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.

Name of Project	Rushmoor Borough Council Delivery Plan 2026-28
Reference number (if applicable)	N/A
Service Area	All Directorates
Date assessment completed	27/01/26
Policy Team sign off	The Policy Team
Authorising Director/Head of Service name	Karen Edwards

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

What are the aims / objectives of this proposal?

The Rushmoor Borough Council Delivery Plan 2026-28 sets out the council's priorities, activities and outcomes for the year ahead. It provides the corporate framework that directs service delivery, resource allocation, partnership working and performance management across all directorates.

The plan is structured around five strategic themes:

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

Equality, diversity and inclusion and sustainability are embedded as cross-cutting principles, informing how services are designed, delivered and monitored.

The Delivery Plan aims to:

- Support inclusive economic growth and access to skills, training and employment
- Improve access to safe, decent and affordable housing
- Reduce health inequalities and support physical and mental wellbeing
- Improve feelings of safety, pride and belonging in neighbourhoods
- Ensure long-term financial, organisational and environmental sustainability

The plan also supports preparation for local government reorganisation and devolution, ensuring that equality considerations are embedded during a period of structural change.

Will this deliver any savings?

- Yes

The Delivery Plan aligns with delivery of the Financial Recovery Plan, focusing on:

- Improved efficiency and value for money
- Smarter use of assets and resources
- Ensuring savings proposals are assessed for equality impacts before implementation

What benefits or change will we see from this proposal?

- Improved access to opportunities, services and facilities for residents
- Better targeting of activity to areas of deprivation and need
- More inclusive engagement and community participation
- Clearer accountability and performance monitoring
- Stronger assurance that equality considerations inform decision-making
- Increased opportunities for young people

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

- Residents of Aldershot and Farnborough
- People with protected characteristics
- People experiencing poverty or disadvantage
- Council staff and councillors
- Local businesses
- Voluntary, community and faith sector organisations
- Public sector partners and Registered Providers

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?

The Delivery Plan will affect residents, businesses, community groups and council colleagues across Aldershot and Farnborough.

Residents

Skills, training and employment

- Promoting access to skills, development and training opportunities to support residents into employment, apprenticeships and higher-skilled work, with a particular focus on young people and those who are not in education, employment or training.

Affordable and good-quality housing

- Increasing the supply of affordable and social housing through regeneration of brownfield sites, improving standards in the private rented sector, and ensuring temporary accommodation is of a suitable quality and value for money.

Health and wellbeing programmes

- Expanding access to physical activity, mental health support and wellbeing initiatives, including targeted programmes in areas of deprivation and for groups experiencing poorer health outcomes.

Community safety and pride in place

- Delivering initiatives to reduce antisocial behaviour, fly-tipping and environmental crime, improve perceptions of safety, and support cleaner, safer and more welcoming neighbourhoods.

Financial sustainability

- Delivering services in a way that ensures long-term financial sustainability, protecting access to essential services while improving efficiency and value for money.

Devolution and local government reorganisation

- Advocating for the best possible outcomes for Rushmoor residents during devolution and local government reorganisation, while ensuring services remain accessible and responsive during transition.

Businesses

Local business support and growth

- Providing targeted business support, advice, networking opportunities and skills development to help businesses start, grow and adapt, with a focus on key growth sectors.

Town centre regeneration and place-making

- Investing in town centre improvements, regeneration projects and events to increase footfall, support local traders and create vibrant, attractive places to work and visit.

Sustainable and responsible business practices

- Supporting businesses to contribute to social value, improve environmental performance and adopt more sustainable practices in line with the council's climate ambitions.

Devolution and local government reorganisation

- Advocating for the best outcomes for local businesses through devolution and reorganisation, ensuring business needs are reflected in future governance and economic strategies.

Community Groups

Supporting communities and tackling inequality

- Delivering and supporting projects that address poverty, deprivation and inequality through partnership working with voluntary, community and faith sector organisations.

Cultural, cohesion and engagement programmes

- Enabling inclusive cultural, community and cohesion activities that improve feelings of belonging, strengthen community relationships and increase participation among under-represented groups.



Council Staff

Financial sustainability and service delivery

- Supporting colleagues to deliver services efficiently and sustainably, aligned with the Financial Recovery Plan, while protecting frontline services.

Training, development and wellbeing

- Providing staff with development opportunities, support for transferable skills, wellbeing initiatives and resilience support, particularly during organisational change linked to devolution and local government reorganisation.

2B. What impact will this change have on staff?

The Delivery Plan affects all directorates and service areas.

Impacts include:

- Increased cross-service and partnership working
- Clearer alignment between service delivery and corporate priorities
- Additional performance monitoring and reporting requirements
- Support for staff during organisational change, including wellbeing and skills initiatives

No reductions in staffing are proposed directly through the Delivery Plan itself. Any future service changes arising from the Financial Recovery Plan will be subject to separate EIAs.

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?**Economy, Skills & Regeneration**

- Number of residents and businesses supported via the Council's schemes
 - [UKSPF 25/26 Projects](#)
- Claimant count (% of the working age population claiming benefit due to unemployment)
 - [November 25](#)
- Universal Credit claimants aged 16-24 searching for work
 - [November 25](#)
- [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](#)
- [Population data sheet](#)

Short summary of what the findings mean



- Economic participation and access to skills vary by age, disability and ethnicity, younger residents and low-income groups may face higher barriers.
- Local events and programmes can improve engagement but should be targeted to groups under-represented in employment and training.
- Wage levels and sector mix influence affordability and progression; monitoring helps tailor support to priority groups.

Housing & Planning

- Number of improvement notices issued by the Council ([16 in 2024/25](#))
- Reduction in the number of private sector complaints ([16 in 2024/25](#))
- [Housing data sheet](#)
- [Unemployment and benefits data sheet](#)
- [Population data sheet](#)

Short summary of what the findings mean

- Housing quality and access can disproportionately affect disabled residents, families needing larger homes, and low-income households.
- Energy efficiency improvements support affordability and health, consistent landlord engagement and enforcement reduce risks in the private rented sector.
- Temporary accommodation needs careful placement and support to mitigate adverse impacts on wellbeing.

Healthy Communities & Active Lives

- [Index of Multiple Deprivation 2025 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](#)
- [Number of events held and supported](#)
- [Reduction in inactivity statistics - \(Active Live Survey Data\)](#)
- Climate and environmental datasets from the [Climate Change Strategy 2025–28](#).

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

- [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.

Direct and indirect impacts

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

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

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

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

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

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

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

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

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

Likely impact

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

- **Neutral:** No impact.
- **Positive:** Benefits people with protected characteristics.
- **Negative:** Harms people with protected characteristics.



- **Not Sure:** It's unclear how this affects people with protected characteristics, or more information is needed.

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

Protected characteristic - Age

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

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Positive	<p>Young people: Youth Hub provision, skills and employment pathways, careers engagement, new playgrounds, and mental health support. Older people: Physical activity, wellbeing walks, cost-of-living support, social isolation reduction initiatives.</p> <p><i>Indirect impact:</i> Digital exclusion risk for older residents due to new online performance dashboards and digital service</p>	<p>Targeted outreach in deprived areas, partnership working with schools, colleges, health services and VCSE organisations, monitoring participation by age group.</p> <p>Provide non-digital engagement routes for older residents and ensure playground refurbishments include accessible and inclusive equipment.</p>

Protected characteristic – Disability

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

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Positive	Improved access to mental health support, wellbeing services, accessible facilities and improved housing standards. Inclusive service design embedded across programmes.	Accessibility requirements built into service delivery and ongoing engagement with disability groups.

Protected characteristic - Gender reassignment and identity

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



Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Neutral	No disproportionate impacts identified. Services are designed to be inclusive and accessible to all residents regardless of gender identity.	Not applicable.

Protected characteristic - Marriage and Civil Partnership

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Neutral	No disproportionate impacts identified. Services are designed to be inclusive and accessible to all residents regardless of Marriage and Civil Partnership.	Not applicable.

Protected characteristic – Pregnancy and Maternity

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

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Positive	Improved housing quality, access to health and wellbeing support and cost-of-living initiatives benefit families with young children and parents returning to work.	Partnership working with health services, monitoring access to housing and wellbeing programmes.

Protected characteristic – Race or ethnicity

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

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Positive	Inclusive cultural programmes, community cohesion activity, targeted engagement and improved access to skills, employment and housing initiatives.	Partnership working with community and faith groups, inclusive engagement approaches, monitoring uptake and outcomes where data allows.



Protected characteristic – Religion or belief

(include no faith)

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Neutral	Engagement with faith groups to understand community needs and support wellbeing and cohesion.	Continued partnership working, inclusive consultation and engagement design.

Protected characteristic - Sex

(Under the Equality Act 2010 and following the 2025 Supreme Court ruling on 15 April 20205, a person's legal sex is defined as their biological sex as recorded at birth. Trans individuals are still protected from discrimination under the characteristic of gender reassignment.)

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Positive	Community safety initiatives, environmental improvements and housing quality actions are expected to improve feelings of safety, particularly for women.	Targeted safety initiatives, monitoring resident perceptions of safety and partnership working with community safety partners.

Protected characteristic - Sexual Orientation

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

Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Neutral	No disproportionate impacts identified. Services are designed to be inclusive.	Not applicable.

Protected characteristic - Other

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



Positive/ Neutral/ Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced? <i>Consider both direct and indirect impacts when completing this table</i>
Positive	<p>Low income / poverty (non-protected) - Strong focus on deprivation, cost-of-living support, affordable housing, skills and employment pathways, and access to free or low-cost activities.</p> <p>Homelessness - Expansion and improvement of temporary accommodation provision and prevention activity.</p> <p>Mental health - Expanded community-based mental health support, wellbeing initiatives and early intervention activity.</p> <p>Armed Forces: Partnership work and National Armed Forces Day activity enhance inclusion and recognition of veterans, serving personnel and their families.</p>	<p>Targeting of resources to areas of deprivation, monitoring outcomes, alignment with Supporting Communities Strategy.</p> <p>Regular review of temporary accommodation quality and access, partnership working with housing providers.</p> <p>Partnership working with health services, targeted outreach, monitoring participation and outcomes.</p> <p>Ensure events and communications are accessible and considerate of needs such as mobility issues, mental health impacts and family requirements.</p>

4. How do you plan to mitigate negative impacts?

No negative equality impacts have been identified at a strategic level.

To mitigate potential future risks, the Council will:

- Complete Equality Impact Assessments for service-level changes, including those arising from the Financial Recovery Plan
- Ensure engagement and consultation activities are inclusive and accessible
- Monitor delivery and outcomes through quarterly performance reporting
- Use Scrutiny and governance processes to challenge and address emerging issues

5. Please provide details of your consultation and/or engagement plans.

The Delivery Plan has been informed through:

- Cross-council engagement with services and senior leadership
- Portfolio Holder input
- Ongoing engagement with partners, businesses and community organisations
- Analysis of resident feedback, surveys and performance data

As the Delivery Plan is a strategic framework, formal borough-wide consultation has not been undertaken at this stage. Engagement with residents and stakeholders will continue through delivery of individual projects and programmes, with proportionate consultation and Equality Impact Assessments undertaken where appropriate.

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
Delivery Plan performance monitoring	Corporate Performance / Services	Quarterly
Equality impact monitoring	Policy Team and Services	Ongoing
Annual Equality Report	Policy Team	Annual
Scrutiny and governance oversight	Overview & Scrutiny Committee	Periodic

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	Martin Iyawe	Martin Iyawe	27/01/26
Policy Team	Martin Iyawe	Martin Iyawe	27/01/26
Director or Head of Service	Karen Edwards		

