

# 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><b>Skills - Promote access to skills, development and training so that residents can be part of a thriving local economy.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• A series of projects and engagement activities, to help residents get access to training, apprenticeships and employment opportunities.</li> <li>• Launch of a Youth Hub by summer 2026.</li> <li>• Skills and careers event held successfully.</li> <li>• Positive qualitative feedback from event attendees, businesses and supported residents shows positive impact of council support.</li> <li>• Employment and skills plans developed, where appropriate, and monitored by the council.</li> </ul>
<p><b>Economy - Work with businesses to attract and retain jobs, through active place-making and targeting of key industries.</b></p> <ul style="list-style-type: none"> <li>• Support the development of the Aldershot and Farnborough Growth Partnership.</li> <li>• 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.</li> <li>• Implement place narratives for Aldershot and Farnborough including working with partners to promote the area as an inward investment destination and target potential investors.</li> <li>• Work with partners to deliver networking events focused on specific, actionable themes linked to Rushmoor's key growth sectors.</li> <li>• Support businesses by providing one-to-one business advice and training focused on key growth sectors and retail.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Aldershot and Farnborough Growth Partnership launched and embedded.</li> <li>• Inward investment collateral completed (website and investment prospectus).</li> <li>• Creation of an implementation plan for the place narrative and branding toolkit.</li> <li>• Networking events delivered.</li> <li>• One-to-one advice sessions held with businesses.</li> <li>• Social value business toolkit delivered.</li> </ul>
<p><b>Regeneration - Partner with experts to deliver transformation of town centres and neighbourhoods.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Work with developers of The Galleries to unblock the scheme and enable delivery of a mixed-use scheme including a town centre car park.</li> <li>• Facilitate the disposal of 82 residential units at Union Yard and occupation of the remaining retail units.</li> <li>• Facilitate the opening of Loungers in the Meads.</li> <li>• Complete the disposal of vacant land at the north of Farnborough town centre to enable new homes and community uses.</li> <li>• Improve the public areas and retail environment of Aldershot, Farnborough and North Camp centres.</li> </ul>	<ul style="list-style-type: none"> <li>• A revised and viable approach to the redevelopment of the Farnborough Civic Quarter.</li> <li>• A viable scheme for The Galleries is brought forward by the developer.</li> <li>• Remaining retail and housing units at Union Yard occupied.</li> <li>• Loungers opens in Farnborough.</li> <li>• Development of vacant land at the north of Farnborough town centre is taken forward to planning.</li> <li>• An initial feasibility study is carried out to improve the public areas in Farnborough town centre.</li> </ul>



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



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



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



## 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><b>Achieve financial sustainability through delivery of the Financial Recovery Plan.</b></p> <ul style="list-style-type: none"> <li>• Delivery of the Financial Recovery Plan, which is a high-level plan to address the budget deficit over four years.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The right commercial property and land is disposed of to reduce costs and free up funds.</li> <li>• Longer leases are negotiated.</li> <li>• Service reviews are carried out.</li> <li>• Budget reviews are carried out.</li> </ul>
<p><b>Achieve the best outcome for Rushmoor residents and business from devolution and local government reorganisation.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• A new unitary authority is operational by April 2028, including effective local democratic representation.</li> <li>• Local government reorganisation communications plan developed and delivered.</li> <li>• Communications and engagement activity and materials in place and being delivered.</li> </ul>
<p><b>Become a greener and more sustainable borough</b></p> <ul style="list-style-type: none"> <li>• Engage young people through the Youth Climate Ambassadors Group.</li> <li>• Organise and deliver debates on climate change for young people.</li> <li>• Encourage and promote active travel and the use of green spaces to improve health and wellbeing.</li> <li>• Introduce climate change impact assessments to decision-making.</li> <li>• Continue to support the work to reflect the ambition of the 10 priority actions from the refreshed 2025-28 climate change action plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual climate change report is produced.</li> <li>• Rushmoor Climate Community Group meetings are held.</li> <li>• Youth Climate Ambassador Forums are held.</li> <li>• Eco Festival is held.</li> <li>• Climate Change Impact Assessments are carried out.</li> <li>• Green spaces map/resource is produced.</li> </ul>
<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• Embed the refreshed Performance Management Framework and continue to develop the council's approach to performance.</li> <li>• Improve how the council communicates its performance against the Delivery Plan to promote transparency and accountability.</li> <li>• In addition to the quarterly monitoring, investigate the introduction of Portfolio or service area dashboard.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly monitoring.</li> <li>• Delivery Plan performance reviewed by the Overview and Scrutiny Committee.</li> <li>• Portfolio / service dashboards produced.</li> </ul>
<p><b>Support staff and councillors through structural changes and local government reorganisation - setting teams up for success in the new unitary council.</b></p> <ul style="list-style-type: none"> <li>• Support the local government reorganisation programme and the transition to the new unitary.</li> <li>• Continue with Staff Connect sessions to provide updates, Q&amp;A, and build transparency.</li> <li>• Launch career conversations (Your Skills, Your Future) to help staff identify transferable skills and explore career pathways.</li> <li>• Implement actions from the 2025 staff Health and Wellbeing Survey to strengthen resilience and morale.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Connect programme delivered.</li> <li>• Your Skills, Your Future conversations held.</li> <li>• Wellbeing action plan implemented.</li> <li>• Change and resilience toolkit for leaders and staff.</li> </ul>

# Equality, diversity and inclusion

We are committed 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 equalities 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

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