

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 Councils 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	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. <i>Indirect impact:</i> Digital exclusion risk for older residents due to new online performance dashboards and digital service	Targeted outreach in deprived areas, partnership working with schools, colleges, health services and VCSE organisations, monitoring participation by age group. Provide non-digital engagement routes for older residents and ensure playground refurbishments include accessible and inclusive equipment.

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 deliver 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 2025, a person's legal sex is defined as their biological sex as recorded at birth. Trans individuals are still protected from discrimination under the characteristic of gender reassignment.)

Positive/ 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		