



## **Council Plan 2026-2028**

Note: This is the plain text version of the Council Plan 2026-2028 agreed by Council on 25 February 2026. A designed format will be available in due course.

# **Council Plan 2026-2028**

## **Introduction**

This Council Plan has been updated in the run up to changes coming to the structure of local government across Hertfordshire following announcements from central government in 2024. During 2025, the ten Hertfordshire District and Borough councils and the County Council worked together to develop a joint proposal that was submitted to central government in November 2025. Final decisions on that will be made by central government in summer 2026 according to the latest timetable. What we do know at this point is that, if the government continues with its proposed structural changes – and we have no reason to think it will not – St Albans City and District Council will no longer exist after 31 March 2028, and our District will form part of a new unitary council area. For this reason, while we usually cover a five-year period in our Council Plan, this time we are including the period 2026-2028. After that it will be for the new unitary council (and a new overarching strategic authority) to set the strategic direction locally.

Other changes being consulted on as we prepare our Council Plan may also lead to the creation of at least one new parish council in our District area – covering all or part of the currently unparished area of St Albans city. The outcome of the associated Community Governance Review for our District will be decided in July 2026. If that comes to pass, that new parish council will also have a role in setting a range of priorities in the area alongside the other local town and parish councils.

## **Strategic Vision and Objectives**

Our vision for St Albans District in the period 2026-2028 is the continuance of a happy, inclusive and sustainable community. Decent homes, great amenities and open spaces, fair access to services and a healthy environment are all part of how we will sustain this over the next period.

Alongside strong delivery of our services for residents, businesses, and visitors, our four areas of highest priority, and the actions we will take to deliver them, are set out below.

## **Support Great Communities**

St Albans District is a place of warm welcome, community spirit, a beautiful environment and a city, towns and villages steeped in heritage, while modern and vibrant too. Our work over the next two years will help underpin this for the future.

Yet, St Albans District is also the home to some of the most deprived neighbourhoods in the country when housing costs are taken into account. Many local people have been hit hard by sharp increases in the cost of living. They continue to need additional support in greater numbers than before. The Council has seen increasingly complex needs and growth in homelessness. This year, the number of local residents needing to be housed in Council temporary accommodation and hotels reached an all-time high. This is exceptionally costly, and the Council is making provision in our 2026/27 budget for an additional £1 million of spending in this area.

We will work hard to ensure local people are supported, including through our work with those facing homelessness and unmanageable debt. We commit too to considering the needs of people of all ages and to work to bring them together to share each other's outlook and experiences. Keeping people safe will also be a focus through our community resilience work, such as our CCTV operations and investment in supporting infrastructure, and our regulatory framework.

Local residents expect and deserve value for money and straightforward access to good services. The Council will continue its work to streamline and modernise our services and operations despite the considerable financial challenges we face. In the run up to Local Government Reorganisation we are making decisions about new systems and processes mindful of the changes expected to come in 2028. Our growing number of shared services with neighbouring councils - including planning enforcement, building control, disability adaptations, legal and internal audit services, anti-tenancy fraud services, and human resources, mean that we have a growing level of experience in this area which will stand us in good stead.

The Council faces a number of other substantial risks, among them significant financial constraints and the developing effects of climate change. It is against this background that we are working to ensure our priorities continue to be delivered. Our strong partnerships, which underpin much of our work and help to ensure we have the capacity needed to deliver in challenging circumstances, will continue to be important. With our partner councils, we will continue to play a central role in planning for future growth and deliver important climate change objectives.

We will ensure the District remains a great place to live, visit, work and do business. We will support community wellbeing and respect our heritage by aiming to continue providing first-class leisure, sports and cultural facilities, award-winning parks, markets and museums, parking services, and the clean and inviting environment that people expect to live in and visit. We will support the vibrancy of our economy by bringing footfall to our main shopping areas. Our new development at Jubilee Square is bringing new resident and business footfall into St Albans city centre, for example.

Through community leadership, partnership, and active direction such as through our new Local Plan, we will help to develop the infrastructure improvements needed in our District including new sports pitches; increased access to the countryside; new walking and cycling infrastructure; improved public transport provision; new schools and GP facilities and more land for employment and new housing including genuinely affordable family sized homes. The new Local Plan will also increase resilience by providing greater certainty over the locations and types of planning applications coming forward in future years. As we prepare this Council Plan, our Local Plan is being examined by the national planning inspectorate to ensure it is sound and meets our needs. Assuming there is agreement, we anticipate that our new Local Plan will be adopted by the Council in 2026.

With our partners we will continue to make walking and cycling safer and attractive for those who want to reduce their reliance on cars, to ease congestion, improve air quality and reduce carbon emissions.

St Albans District is one of the best performing local authority areas for recycling in England. With the support of local residents, we will work to maintain our strong recycling position, enhancing rates further where this is possible.

Knowing the importance of cultural life and how it enriches residents and businesses both socially and financially, we will continue to explore ways to capitalise on our District's strengths and develop our potential including through our partnership with national bodies such as the Arts Council.

### **Improve Social Housing Provision**

Many local people find they cannot afford to buy or rent in the District. The Council will strive to ensure additional housing for social rent is provided. Social housing is delivered in various ways: through the planning system, through local authority owned housing including Council-led development, and through partnerships using direct investment and joint ventures. We will continue to seek innovative ways to attract funding and deliver new housing. Our latest development at the former King Offa pub site in St Albans is a bricks-and-mortar demonstration of that commitment. The 14-home development completed there in late 2025, includes 11 three-

bedroom homes, two four-bedroom homes and a two-bedroom, wheelchair-adapted bungalow all for social rent. In keeping with the Council's commitment to sustainable living and reducing emissions, the properties are fitted with energy efficient features including extensive insulation and air source heat pumps as an alternative to gas. In 2026 we will be developing new homes at Abbots Avenue West in the Sopwell area, and resuming our work to develop a site at Drakes Drive/Frobisher Road in the Cunningham area, both for social housing. Other developments in St Albans and Harpenden have meant we have been able to provide additional high quality affordable housing as well as accommodation for supported living. Jubilee Square, completed in 2024, has both reshaped an important part of St Albans city centre and provided 93 new homes for social rent and shared ownership, alongside new business premises.

Our Local Plan - the framework for future development over the next two decades – sets out our strategy to deliver 1,200 new homes for social rent, though we desire to significantly increase this number should national government policy and related funding streams allow.

We also want to ensure that all our existing Council-owned homes are warm, dry and energy efficient. By 2030 our target is for all to have an energy rating of C or above, ready for when the grid becomes fully carbon neutral. The Council has made good use of Government funding from the Green Homes Deal, and Social Housing Decarbonisation/Warm Homes Fund to improve energy efficiency and lower carbon emissions in Council-owned homes. This is important as it helps to reduce energy bills for our housing tenants as well as being better for the environment. Our Housing Energy Strategy sets out how we will make bids for future funding opportunities.

We will improve responsiveness to Council tenants and leaseholders through the actions we outline in our Resident Engagement Strategy and neighbourhood improvement plans. Our Housing Action Plan will ensure we are fully compliant with the Social Housing Regulation Act 2023 and its Consumer Standards which will underpin our approach to social housing management. We will also continue our support for 160 of the most vulnerable people in our community through additional housing rental support.

We will continue to keep turnaround times as short as possible for council homes that have been vacated by the previous tenant so that people waiting for a home can be housed as quickly as possible.

We will, as ever, support residents facing homelessness through our dedicated support services and work with our partners to support new refugees in our community.

## **Make the Environment a Priority in all our Decisions**

We have been successful in recent years in attracting inward investment funding to help us develop our services sustainably, provide energy efficient measures to Council-owned homes, and take forward our work to tackle the climate emergency.

Our [Sustainability and Climate Crisis Strategy](#), developed with Sustainable St Albans, St Albans Friends of the Earth, and other environmental and community groups, sets out the actions we will take locally to achieve our net zero carbon emissions target.

The Council is working to ensure our housing tenants have decent homes fit for the future. We are adopting 'fabric first' measures for existing local authority housing by carefully considering the design and construction of homes to lower their energy consumption. This includes insulation, LED lighting, solar panels, energy efficient windows and doors, and - where feasible - heating that will supply more than one location (known as 'district heating') using renewable energy sources. The Council will look to replace gas boilers with renewable energy heating systems as the grid is decarbonised.

Our new Local Plan, once adopted, will improve sustainability and the potential for sustainable growth across the environmental, social, and economic spheres. It will lead to the delivery of improvements including new green spaces, tree planting, biodiversity net gain, and increased flood resilience; it will encourage sustainable and better design; and it will encourage large scale rooftop solar panel provision.

We have developed a new tree strategy to provide a managed approach to tree safety and sustainability and will deliver against this strategy over the next 5 years. We are piloting a new Tree Wardens Scheme in the Cunningham area of St Albans and will roll that out more widely should this prove to be as successful as we anticipate it will be.

Reflecting our commitment to improving energy efficiency and reducing operating costs through sustainable practices, the Council has upgraded the lighting in our museum and gallery transitioning from older halogen and fluorescent bulbs to energy-efficient LED alternatives. At the Civic Centre, we have installed occupancy sensors making financial savings and reducing energy consumption. We will continue to make carbon and other savings through such measures.

## **Treat Everyone with Fairness**

Treating everyone fairly is an important cornerstone of our delivery. Everyone has both rights and responsibilities. We will set out clearly our policies for parking, planning, regulatory services, waste, recycling and other services, so that everyone is clear what they are, how the Council will apply them, and how people can contribute to their development.

The composition of our community is ever-changing, and, while our traditions remain important, diversity undoubtedly enriches life locally. Tolerance, kindness, and a sense of belonging are what underpin community spirit. The Council plays a key role in community leadership and place-shaping, and we believe equality, diversity and inclusion should be central to local service delivery. Our Equality, Diversity and Inclusion Strategy sets out what we will do to make sure these are central to our approach in delivering services and conducting our day-to-day business.

Understanding the views and perspectives of local people is important to ensure we are delivering effectively for residents. In 2026 the Council will commission a further independently conducted resident survey, the outcomes of which, alongside our data scrutiny insights, will inform development of our service transformation work as we move towards the changes brought about by Local Government Reorganisation.

Our values and behaviours – caring for our community, working together, developing confident staff – and our desire to be driven by the needs of local people and trusted as individuals and as a Council – are emphasised in all our work. In 2025 we developed a new People Strategy to help us attract, retain and develop our strong workforce, underpin our workplace culture and drive organisational performance.

We challenge ourselves to ensure we are at the leading edge of service development, benchmarking against other councils and developing our use of data to drive improvements and efficiency. In turn this is releasing resources needed to support those who continue to need more traditionally delivered face to face services. We will continue to ensure the needs of those who are less able, including those who are digitally excluded, are carefully considered.

## Support great communities

Activity	Lead Committee, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
<p><b>Work with partners and stakeholders to ensure the best outcomes for residents and businesses as a result of the Government’s English Devolution and Community Empowerment Bill.</b></p>	<p>Committee: Strategy &amp; Resources</p> <p>Lead Officer: Chief Exec supported by Strategic Directors and Work Stream Leads</p> <p>Lead Directorate: Strategy, Policy and Transformation</p>	<p>Work in partnership with other Local Authorities and Strategic Partners in Hertfordshire to reorganise and reshape local government in the County – moving from the current two-tier arrangements (County and District Councils) to single-tier structures (Unitary Councils) in April 2028.</p> <p>Reshape local government to deliver simpler, more accountable and more sustainable services for our residents.</p> <p>Transition planning will need to include joined up workforce planning and service</p>	<p>In line with required timelines. Vesting day (the day a new unitary council will take on local government responsibilities) is expected to be 1 April 2028.</p>	<p>Anticipated milestones for Hertfordshire local government reorganisation:</p> <ul style="list-style-type: none"> <li>• Feb/March 2026 - Mobilisation and baselining activities</li> <li>• April to July 2026 - Discovery/proposals’ development</li> <li>• Spring/summer 2026 – Government decision on unitary council model for Hertfordshire</li> <li>• Autumn 2026 - Structural changes order</li> <li>• Autumn 2026 - Joint Committee arrangements</li> <li>• May 27 - Election of Shadow Authorities</li> <li>• 1 April 2028 – Vesting day - Council services</li> </ul>

Activity	Lead Committee, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
		<p>delivery; and reviewing/future-proofing St Albans' plans, structures and systems against possible local reorganisation and devolution pathways.</p>		<p>merged effectively into new unitary structures.</p> <ul style="list-style-type: none"> <li>• After 1 April 2028 – finalisation of matters for existing councils, e.g., accounting and legal aspects.</li> </ul>
<p><b>Deliver the St Albans City and District Community Governance Review</b></p>	<p>Committee: Strategy &amp; Resources</p> <p>Lead Officer: Strategic Director for Customer, Business and Corporate Support</p> <p>Lead Directorate: Customer, Business &amp; Corporate Support</p>	<p>Make any changes to Town and Parish governance arrangements in line with the decisions taken by the Council's Strategy and Resources Committee and Full Council in the Summer of 2026.</p> <p>Plan and implement any necessary or agreed transition arrangements.</p>	<p>In line with CGR timetable.</p>	<p>CGR timetable adhered to and milestones met.</p>

Activity	Lead Committee, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
		Parish council elections in May 2027 will reflect any changes made to Town and Parish governance arrangements		
<b>Complete Planned Capital Investment Schemes</b>	<p>Committee: Strategy and Resources Committee</p> <p>Lead Officer: Assistant Director – Operations and Strategic Projects</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>Planned upgrades to existing assets completed, including: cemetery upgrades, energy efficiency improvements and solar PV installations, works to repair both museums, refurbishment of public conveniences, and a refresh of plant and equipment.</p> <p>Feasibility studies on a range of pipeline projects completed, including the Civic Centre car park.</p>	March 2027.	<p>Projects on the Council's Capital Programme delivered on time and to budget.</p> <p>Business case developed for the options relating to the Civic Centre car park.</p>

<b>Activity</b>	<b>Lead Committee, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
<p><b>Complete Planned Asset Sales and Transfers</b></p>	<p>Committee: Strategy and Resources Committee</p> <p>Lead Officer: Assistant Director – Operations and Strategic Projects</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>The Council’s land and property portfolio is managed effectively, with surplus assets disposed of to help enable other projects.</p> <p>Community asset transfers progressed and completed, where these have been agreed.</p> <p>Disposals policy approved.</p>	<p>March 2027.</p>	<p>Receipts received from the disposal of surplus assets.</p> <p>Requested community asset transfers completed.</p>
<p><b>Ensure the Jubilee Square development thrives as hub for business and enterprise.</b></p>	<p>Committee: Strategy and Resources Committee</p> <p>Lead Officer: Assistant Director – Operations and Strategic Projects</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>Leases in place with commercial tenants. Further opportunities for networking, collaboration, and knowledge sharing between local businesses. The attraction of diverse businesses and increased footfall to support the local economy.</p>	<p>March 2027.</p>	<p>All commercial accommodation let at Jubilee Square by Autumn 2026.</p> <p>Budgeted rental income forecasts achieved within target set.</p>

<b>Activity</b>	<b>Lead Committee, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
<b>Progress the redevelopment of the William Bird Pavilion and associated enabling schemes/disposals</b>	<p>Committee: Strategy and Resources Committee</p> <p>Lead Officer: Assistant Director – Operations and Strategic Projects</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>New sports and community hub created in New Greens, along with enhancements to associated sports facilities.</p>	<p>December 2027.</p>	<p>Development project progressed in line with programme and budget.</p>
<b>Implementation of planned digital transformation projects.</b>	<p>Committee: Strategy and Policy Committee and Housing and Inclusion Committee</p> <p>Lead Officer: Assistant Director – Customer Experience and Digital</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>Greater security, efficiency and usability of Council digital systems and website.</p> <p>Automated data analysis to provide greater insights to drive service improvements.</p>	<p>Replacement of development management (planning) system, August 2026.</p> <p>Implementation of a programme of improvements to digital systems supporting the work of the Housing team (including Housing Rent and Asset Management systems)</p>	<p>Planning system upgrade completed by August 2026.</p> <p>Housing Rent and Asset Management ICT systems upgraded by September 2027.</p> <p>Review and improvement of Council website by March 2027.</p> <p>Data dashboards built for key services by March 2027.</p>

<b>Activity</b>	<b>Lead Committee, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
			Website and data dashboard improvements – programme runs through to March 2027.	

## **Improve social housing provision**

<b>Activity</b>	<b>Lead Councillor, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
<b>Adoption and implementation of the new Homelessness Strategy</b>	Committee: Housing and Inclusion  Lead Officer: Strategic Housing Manager  Lead Directorate: Community and Place Delivery	Updated strategy to address homelessness in the District.  The needs of local people facing homelessness addressed.	Adoption in January 2026.  Implementation throughout 2026/27.	Implementation programme continues throughout 2026/27.
<b>Commencement of new housing at Abbots Avenue West, St Albans</b>	Committee: Housing and Inclusion	Once completed, 4 new properties, including one 3-bedroom adapted bungalow	Completion by January 2027.	January 2026 – commencement on site.

Activity	Lead Councillor, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
	Lead Officer: Strategic Housing Manager  Lead Directorate: Community and Place Delivery	for social rent, for households on the Housing Register.		January 2027 – anticipated completion.
<b>Commencement of new housing at Drakes Drive/Frobisher Road garage sites, St Albans</b>	Committee: Housing and Inclusion  Lead Officer: Strategic Housing Manager  Lead Directorate: Community and Place Delivery	Once completed, 13 new 3-bedroom houses for social rent for households on the Housing Register.	Anticipated completion - March 2028.	January 2027 – commencement on site.
<b>Work with Hightown Housing Association to ensure high quality social housing is delivered on the site as soon as possible</b>	Committee: Housing and Inclusion Lead Officer: Lead Officer: Strategic Housing Manager  Lead Directorate: Community and Place Delivery	Once completed, the Telford Court site will deliver between 70-80 1/2/3- bedroom properties for social rent.	Anticipated completion – February 2030.	Completion of land contract – September 2026.  Commencement on site January 2027.

Activity	Lead Councillor, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
<p><b>Implement the recommendations of the Social Housing Regulator</b> including:</p> <ul style="list-style-type: none"> <li>• Improving the timely completion of routine repairs.</li> <li>• Providing further meaningful opportunities for tenants to influence and scrutinise information.</li> <li>• Improving timescales for responding to complaints.</li> </ul>	<p>Lead Committee: Housing and Inclusion</p> <p>Lead Officer: Assistant Director - Housing</p> <p>Lead Directorate: Community, Place and Delivery</p>	<p>Social Housing Regulator is satisfied that the recommendations set out in its grading report are being actioned.</p>	<p>March 2027.</p>	<p>Confirmation from the Social Housing Regulator through regular meetings and feedback.</p>
<p><b>Implement the Council's Action Plan to increase the supply of temporary accommodation, prevent homelessness, and increase the robustness of our homelessness provision.</b></p>	<p>Committee: Housing and Inclusion</p> <p>Lead Officer: Strategic Housing Manager</p>	<p>Supply of temporary accommodation in the District meeting local needs.</p>	<p>Measures implemented in line with Action Plan.</p>	<p>Measures implemented in line with Action Plan.</p>

Activity	Lead Councillor, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
	Lead Directorate: Community and Place Delivery			

## Make the environment a priority in all our decisions

Activity	Lead Councillor, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
<b>Adopt the new draft Local Plan</b>	Lead Committee: Planning Policy and Climate  Lead Officer: Spatial Planning Manager  Lead Directorate: Community, Place and Delivery	New policies adopted that will enable planning applications to be determined in ways that will support great communities.	Late spring / summer 2026.	Local Plan adopted late spring/summer 2026.

Activity	Lead Councillor, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
<p><b>Further implementation of the Council's Sustainability and Climate Crisis Strategy – set out at:</b>  <a href="https://www.stalbans.gov.uk/sustainabilityand-climate-crisis-strategy">https://www.stalbans.gov.uk/sustainabilityand-climate-crisis-strategy</a>, including securing funding for future environmental improvements.</p>	<p>Committee: Planning Policy and Climate</p> <p>Lead Officer: Assistant Director – Built Environment Lead</p> <p>Directorate: Customer, Business and Corporate Support:</p>	<p>Addressing the essential task of reducing our emissions (climate mitigation) and ensuring that we are resilient to changing environmental conditions (climate adaptation). Strong internal governance and leadership on sustainability and climate change.</p>	<p>Continues through to 2027.</p>	<p>Our Sustainability and Climate Crisis Strategy Action Plan sets out the actions we will take up to 2027:  <a href="https://www.stalbans.gov.uk/sustainabilityand-climate-crisis-strategy">https://www.stalbans.gov.uk/sustainabilityand-climate-crisis-strategy</a>.</p>
<p><b>Implement 'Simpler Recycling' legislation</b></p>	<p>Lead Committee: Public Realm</p> <p>Lead Officer: Assistant Director – Public Realm</p> <p>Lead Directorate: Community, Place and Delivery</p>	<p>Successful introduction of kerbside collection, and recycling of additional materials (mainly TetraPak and soft plastics).</p>	<p>Introduction of TetraPak collections – March 2026.</p> <p>Introduction of soft plastic collections – March 2027.</p>	<p>In line with the programme dates, implement introduction of the collection of new materials across all residential properties in the District, ensuring all households receive advance communications on which bin to place the items in.</p>
<p><b>Ver Lake and Park Improvements</b></p>	<p>Lead Committee: Public Realm</p>	<p>Improvements made to Verulamium Park Lakes to address the issues there,</p>	<p>Draft and cost detailed designs for the improvement and enhancement of the Ver Lake and Park and seek</p>	<p>Appoint Consultants by March 2026, undertake consultation, design</p>

Activity	Lead Councillor, Officer, and Directorate	Outcomes	Anticipated Delivery Date	How we will measure our success
	<p>Lead Officer: Assistant Director – Public Realm</p> <p>Lead Directorate: Community, Place and Delivery</p>	in line with the project plan.	approval from Working Group and Public Realm Committee on detailed designs by December 2026.	work and costings during the summer of 2026. Obtain approval of detailed designs from the Working Group and Public Realm Committee by December 31, 2026.
<b>Support Hertfordshire County Council in the delivery of its Active Travel and Local Transport Plan</b>	<p>Lead Committee: Public Realm</p> <p>Lead Officer: Assistant Director – Regulatory and Compliance</p> <p>Lead Directorate: Community and Place Delivery</p>	Improvement in walking, wheeling and cycling for a cleaner, greener, healthier County.	Throughout 2026/27.	<p>In at least one area of the District, improve the amount and/or quality of cycle storage available by March 2027.</p> <p>Continue to support the implementation of Victoria Street Scheme (timescales depending on funding).</p>
<b>Deliver (in partnership with HCC) the Local electric vehicle infrastructure (LEVI) project.</b>	<p>Lead Committee: could be PP&amp;C or Public Realm</p> <p>Lead Officer: Assistant Director – Regulatory and Compliance</p>	Increased supply of electric vehicle chargers for residents, businesses and visitors to the District.	Continues through to 2028.	Commence delivery of first site by October 2026. (Full programme will include installation of 100 additional double chargers delivered across the District).

<b>Activity</b>	<b>Lead Councillor, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
	Lead Directorate: Community, Place and Delivery			

## **Treat everyone with fairness**

<b>Activity</b>	<b>Lead Councillor, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
<b>Commission and publish an independently conducted residents' survey</b> (TBC - potential impact from the Local Government Reorganisation programme).	Committee: Strategy and Resources  Lead Officer: Strategy and Policy Manager  Directorate: Strategy, Policy and Transformation	A deeper, post-Covid, understanding of residents' perceptions on a range of areas including the District as a place to live, public services (including performance and value for money), information, environment, helping out and getting involved, respect and inclusion, and community safety.	March 2027.	Residents' survey designed and undertaken, and responses analysed and published by March 2027.
<b>Design and implement Year 2 of the Equality, Diversity and Inclusion Strategy Action Plan in</b>	Committee: Strategy and Resources	Increased accessibility for all to Council services.  Strong policies in place to protect the rights of	Action Plan for 2026/27 delivered by March 2027.	Implement the 2026/27 Action Plan (which will be agreed in partnership with the Equality, Diversity and Inclusion Partnership by

<b>Activity</b>	<b>Lead Councillor, Officer, and Directorate</b>	<b>Outcomes</b>	<b>Anticipated Delivery Date</b>	<b>How we will measure our success</b>
<b>partnership with the EDI Partnership</b>	<p>Lead Officer: Strategy and Policy Manager</p> <p>Directorate: Strategy, Policy and Transformation</p>	<p>people with protected characteristics.</p> <p>Increased communication and engagement with 'seldom heard' groups.</p> <p>Age Friendly strategy implemented.</p>		<p>March 2026) by March 2027.</p>
<b>Improve our financial and community impact assessment transparency</b>	<p>Lead Committee: Audit and Governance Cttee</p> <p>Lead Officer: Assistant Director – Finance; Strategy and Policy Manager</p> <p>Lead Directorate: Customer, Business and Corporate Support</p>	<p>Clearer transparency through timely publishing of unaudited accounts and publishing of Community Impact Assessments of key activities with Committee decision reports.</p>	<p>Unaudited accounts for 2025/26 published by 30 June 2026.</p> <p>Equality Impact Assessments of key activities published from June 2026</p>	<p>Publish the unaudited 2025/26 accounts by 30 June 2026.</p> <p>Begin publishing Community Impact Assessments of key activities with Committee decision reports from June 2026.</p>