

**COUNCIL MEETING – 26TH FEBRUARY 2026**

**AGENDA ITEM NO. 4 (1)**

**COUNCIL DELIVERY PLAN 2026-28**

A report from the meeting of the Cabinet held on 10th February 2026

**SUMMARY**

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.

**RECOMMENDATION**

The Council is recommended to approve the Council Delivery Plan for 2026-28.

**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.

CLLR GARETH WILLIAMS  
LEADER OF THE 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