

What will we do?	Greener Faster	Thriving Places	Healthy Communities	Good Homes for All	Efficient and Effective	Listening and Learning	Council Plan - What we want to achieve (if relevant) select from drop down	Project Stage (if req'd) select from drop down	Key Milestones	Key Milestone Target Date	Project Delivery Date	Project Progress select from drop down	Cabinet Member	Lead Officer	Resources	TC25	Comments
Community & Wellbeing																	
Deliver a programme of grants to community and voluntary sector organisations	✓		✓		✓		Support for those most affected by the increased cost of living	Delivery	Decision record for 25/26 core funding and agreements signed	Apr-25	Feb-26	Not Started	Cllr Becker	Melissa Fletcher	£405,000		
							Review core funding Y3 outputs & make Y4 payment	Jun-25	Not Started								
							Strategic Fund performance reports	Nov-25	Not Started								
							Small and project grants open	Jun-25	Not Started								
							Small and project grants awarded	Feb-26	Not Started								
Continue to provide Community Action programmes in Stanmore			✓		✓		Improved health and wellbeing in our most deprived communities	Proposal	Support ongoing activity of Stanmore Community Network	Ongoing	Ongoing	On Track	Cllr Becker	Melissa Fletcher			
							Adopt a Community Wellbeing and resilience strategy of the district	Oct-25	On Track								
Deliver a programme of engagement and activity sessions enabling residents to live longer better (HCC fund)			✓				Improved health and wellbeing in our most deprived communities	Initiation	Start of programme	May-25	Mar-26	On Track	Cllr Becker	Calum Drummond	£15,000		Funded by HCC Live Longer Better fund Jointly with Housing team
							Sessions delivered in four locations (phase 1)	Aug-25	On Track								
							Sessions delivered in four further locations (phase 2)	Dec-25	Not Started								
							Self-funding model achieved	Mar-26	Not Started								
Adopt and implement a Winchester District Community Wellbeing and Resilience strategy, supported by the Local Plan			✓		✓		Improved health and wellbeing in our most deprived communities	Delivery	Health priority statement approved	Apr-25	Oct-25	On Track	Cllr Becker	Calum Drummond			
							Strategic health group	Quarterly	On Track								
							Community wellbeing forum	Oct-25	On Track								
EA contract for management of leisure centres			✓				Increasing participation in physical activity for all ages and abilities, including active travel	Delivery	Sports and health/wellbeing plans agreed	Apr-25	Ongoing	On Track	Cllr Becker	Laura Jones	-£1,140,000		£1,200,000 income for WSLP £50,000 costs for MLC £10,000 other costs
							Profit share realisation	Sep-25	Not Started								
							Contract management	Ongoing	On Track								
Facility specific steering groups			✓				Increasing participation in physical activity for all ages and abilities,	Delivery	Host KGV pavilion steering group	2 per year	Ongoing	On Track	Cllr Becker	Calum Drummond			
							Attend WCFC 3G steering group	4 per year	On Track								
Replacement of small-sided 3G pitch at Meadowside Leisure Centre			✓				Increasing participation in physical activity for all ages and abilities,	Proposal	Start work	May-25	Ongoing	On Track	Cllr Becker	Laura Jones	£82,000		£40,500 contribution by Everyone Active
							Completion	Aug-25	On Track								
Complete the construction to replace the River Park cricket pavilion			✓				Increasing participation in physical activity for all ages and abilities, including active travel	Start up	Award of contract	Apr-25	Jun-26	On Track	Cllr Becker	Susan Robbins	£2,300,000		
							Start of work on site	Jun-25	Not Started								
							Completion of work	Feb-26	Not Started								
Playing Pitch Strategy and Sports Facility Needs Assessment			✓				Increasing participation in physical activity for all ages and abilities, including active travel	Delivery	Strategy completed	May-25	Ongoing	On Track	Cllr Becker	Laura Jones	£30,000		
							Develop and agree mid-term action plan	Mar-26	On Track								
School and young persons' sports coaching programmes			✓				Increasing participation in physical activity for all ages and abilities, including active travel	Delivery	May half-term community sessions	May-25	Ongoing	Not Started	Cllr Becker	Calum Drummond	£18,000		Active Me 360
							Review focus to target under-	Sep-25	Not Started								
							Start of new coaching contract	Oct-25	Not Started								
							October half-term community sessions	Oct-25	Not Started								
							February half-term community sessions	Feb-26	Not Started								
							School curriculum sessions	Ongoing	On Track								
Community sports and physical activity programmes			✓				Increasing participation in physical activity for all ages and abilities, including active travel	Delivery	Park yoga	May-25	Ongoing	On Track	Cllr Becker	Calum Drummond	2800		Part-funded by Park Yoga
							Winchester personal bests	Sep-25	Not Started								
							Health walks	Ongoing	On Track								
Kings Barton MDA			✓				Strong health and community infrastructure across the district	Delivery	Planning application approved for Community building	Jun-25	Ongoing	On Track	Cllr Becker	Steve Lincoln			
							Agree management arrangements for community building	Dec-25	Not Started								
North Whiteley MDA			✓				Strong health and community infrastructure across the district	Delivery	Approve management of pavilions	Jun-25	Ongoing	Started	Cllr Becker	Steve Lincoln			s106 funding
							Transfer of community building to Whiteley Town Council	Mar-26	Not Started								
West of Waterlooville MDA			✓				Strong health and community infrastructure across the district	Delivery	Pre-app discussion for community building	May-25	Ongoing	Not Started	Cllr Becker	Steve Lincoln			
							Lead officer for WoW Forum	Quarterly	On Track								
Assets of Community Value (ACV)			✓				Strong health and community infrastructure across the district	Delivery	Statutory deadlines met	Ongoing	Ongoing	On Track	Cllr Becker	Mark Maitland			
Review data and agree scope of the work for community facility audit(s)			✓				Strong health and community infrastructure across the district	Proposal	Review data and agree scope of the work	Mar-26	01-Mar-2026	On Track	Cllr Becker	Melissa Fletcher			
CIL - Bidding and Allocations							Strong health and community infrastructure across the district	Delivery	District CIL community bidding window opens	Sep-25	Ongoing	Not Started			c.£1,500,000		
							District CIL community bidding window closes	Nov-25	Not Started								

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	✓		✓		✓				Publication of Infrastructure Funding Statement	Dec-25		Not Started	Cllr Porter	Corinne Phillips			
									District CIL panel meeting	Jan-26		Not Started					
									Cabinet approval of District CIL allocations	Mar-26		Not Started					
Community Integration programme for Ukrainian guests - Deliver the HCC funded support for independent living and community integration			✓				Thriving local voluntary, and community sector – tackling isolation, building community cohesion and supporting those in need	Delivery	Update ISF criteria	Apr-25	Ongoing	Not Started	Cllr Becker	Melissa Fletcher	£250,000		Government funded, via HCC
								Agree delivery plan for employment	Jun-25	Not Started							
								Completion of visa hubs sessions	Sep-25	On Track							
								Programme review for exit strategy	Sep-25	Not Started							
								Exit strategy agreed	Dec-25	Not Started							
								Face-to-face support	Ongoing	On Track							
Roll out programme of training for Spaces of Sanctuary scheme			✓				Thriving local voluntary, and community sector – tackling isolation, building community cohesion and supporting those in need	Delivery	Roll out of online training for spaces of sanctuary	Jun-25	Jun-25	On Track	Cllr Becker	Melissa Fletcher			One-off revenue committed in 23/24
Represent the council at community networks and forums			✓		✓		Thriving local voluntary, and community sector – tackling isolation, building community cohesion and supporting	Delivery	Older People's Partnership	Quarterly		On Track	Cllr Becker	Mark Maitland			
									Dementia Friendly Winchester	Quarterly		On Track					
									Social Inclusion Partnership	Quarterly		On Track					
Support community governance review to consider creation of town council for Winchester			✓		✓		Thriving local voluntary, and community sector – tackling isolation, building community cohesion and supporting	Proposal	Terms of reference agreed	Jun-25		Not Started		Steve Lincoln			Led by Gareth John
									Initial consultation completed	Oct-25		Not Started					
									CGR completed	Apr-27		Not Started					
TC25 Grant review (TC013)					✓		A balanced budget and stable council finances	Delivery	Review at Transformation Programme Board	Apr-25		On Track	Cllr Becker	Steve Lincoln		TC013	
Sustainability & Natural Environment																	
Deliver the projects in the Carbon Neutrality Action Plan	✓	✓	✓	✓	✓		The Winchester district to be carbon neutral by 2030	Delivery	Annual review and targets reporting	Mar-26	2030	On Track	Cllr Learney	Cati Schiller			Carbon Neutrality reserve budget
									5 Year Plan	Jun-25							
District carbon targets	✓	✓	✓	✓	✓		The Winchester district to be carbon neutral by 2030	Delivery	Publish annual data and track progress of CNAP	Sep-25		On Track	Cllr Learney	Cati Schiller			
Carbon footprint	✓						The Winchester District to be carbon neutral by 2030	Delivery	Produce annual council emission report	Jul-25		On Track	Cllr Learney	Alex Eburne			
Prepare full business case for a large-scale renewable energy project	✓						The Winchester District to be carbon neutral by 2030	Initiation	Full Business Case	Mar-26	Mar-27	Started	Cllr Learney	Alex Eburne			
Develop a Local Area Energy Plan	✓						The Winchester District to be carbon neutral by 2030	Proposal	Develop Business Case Delivery Plan	Dec-25	Dec-25	On Track	Cllr Learney	Alex Eburne			
Produce a business case for delivery for phase 1 of the small-scale renewable energy generation	✓						The Winchester District to be carbon neutral by 2030		Develop Business Case Delivery Plan	Apr-25	Apr-25			Alex Eburne			
Create sustainable travel networks and projects in local areas	✓						Increased proportion of journeys by public transport, foot or bike	Initiation	Active travel networks / projects in local communities	Apr-26	Apr-26	Complete	Cllr Learney	Anna Herron			
Develop an Electric Vehicle Charging Points plan for the district	✓						The Winchester District to be carbon neutral by 2030	Proposal	Create a strategy to support transition to EV	Apr-26	Apr-26	Started	Cllr Learney	Alex Eburne			
Creation of local carbon credits	✓						The Winchester District to be carbon neutral by 2030	Initiation	Nature based solutions projects	Mar-26		Started	Cllr Learney	Rick Smith			
Carbon Open Forums	✓				✓		The Winchester District to be carbon neutral by 2030	Delivery	Hold three forums a year	ongoing		On Track	Cllr Learney	Alex Eburne			
Climate and Green Economy Partners Forum	✓				✓		The Winchester district to be carbon neutral by 2030	Initiation	Launch the new Partners Forum	Sep-25		Complete	Cllr Learney	Alex Eburne			
									Host Climate Conference								
Climate Adaptation and Resilience	✓						The Winchester District to be carbon neutral by 2030		Climate Risk and Vulnerability Assessment	Apr-26				Alex Eburne			
Active Travel Networks – bike bus programme with schools	✓						Increasing participation in physical activity for all ages and abilities, including active travel		Bike Bus - build a network across the district and provide dedicated resource for primary and secondary schools	Apr-26	Apr-26			Anna Herron			
Technical Advice Note - Renewable energy	✓						The Winchester District to be carbon neutral by 2030		TAN	Apr-26				Alex Eburne			
KGV Park Plan - Nature Biodiversity	✓		✓				Reversing the long-term decline in nature and biodiversity		Wildflower habitat improvement	01-Apr			Cllr Learney	LOST Manager			
River Park Plan - Nature Biodiversity	✓		✓				Reversing the long-term decline in nature and biodiversity	Not Started	Path improvements	Mar-26		Not Started	Cllr Learney	LOST Manager			
							Reversing the long-term decline in nature and biodiversity		Bridge improvements	Mar-26							
St Giles Hill Park - Nature Biodiversity	✓		✓				Strong footfall in all our centres with lower than regional vacancy rates		Bank stabilisation work by viewpoint	Mar-26				LOST Manager			
Play area refurbishment - Chandler Road - Nature Biodiversity	✓		✓				Reversing the long-term decline in nature and biodiversity	Not Started	Construction commencement	Mar-26		Not Started	Cllr Learney	LOST Manager			
Friends of St Giles Hill Group - Nature Biodiversity	✓				✓		Reversing the long-term decline in nature and biodiversity	Initiation	License Agreement signed	Apr-25			Cllr Learney	LOST Manager			

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Community Group Strategy						✓	Access to attractive and well-maintained public facilities, green and natural spaces with space to play and gather for all ages	Not Started	Community Group / Volunteer Strategy	Dec-25				LOST Manager										
Strategic Landscape Sensitivity Assessment for Local Plan	✓						Greener Faster	Not Started	Assessment commissioned	Mar-26				LOST Manager										
Develop a Nature Improvement Plan to tackle the nature emergency, including nature based	✓						Reversing the long-term decline in nature and biodiversity	Start up	HEP Cabinet	Jul-25	Mar-26	On Track	Cllr Learney	Zoe Goldsmith										
Local Nature Recovery Strategy	✓						Reversing the long-term decline in nature and biodiversity	Initiation	HCC Consultations	Mar-25		On Track	Cllr Learney	Zoe Goldsmith										
Biodiversity Net Gain	✓						Reversing the long-term decline in nature and biodiversity	Initiation	Software upgrades	Apr-25		Started	Cllr Learney	Zoe Goldsmith										
Ecological Land management - - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Delivery	Land Management Topfield, Whiteshute Ridge, Winnall, St Faith's, West Hill	Ongoing		On Track	Cllr Learney	Zoe Goldsmith										
Barton Meadows - - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Initiation	Transfer of Open Space to suitable land manager	Apr-25				Rick Smith										
Hampshire Water Transfer Project - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Initiation		ongoing		On Track	Cllr Learney	Team Managers										
Bushfield Camp - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Proposal		ongoing		On Track	Cllr Learney	Team Managers										
Sir John Moore Barracks - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Proposal		ongoing		On Track	Cllr Learney	Team Managers										
Tree Planting & Watering Strategy	✓						Reversing the long-term decline in nature and biodiversity	Not Started		Apr-26			Cllr Learney	Arboricultural manager										
Tree Survey Programme	✓						Reversing the long-term decline in nature and biodiversity	Delivery	Clarendon Way works	Apr-26			Cllr Learney	Arboricultural manager										
Property Services & Housing partnership - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Delivery	Deliver species protection measures	Ongoing			Cllr Learney	Zoe Goldsmith										
River management - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Not Started	River Management Plan for council water courses	Dec-25			Cllr Learney	Zoe Goldsmith										
Partnership Working - Nature Biodiversity	✓						Reversing the long-term decline in nature and biodiversity	Delivery	Solent Forum	Ongoing			Cllr Learney	Zoe Goldsmith										
								Meon Valley Partnership Solent Wader & Brent Goose Strategy																
TC25 - Digitisation of play inspections (TC021)	✓		✓		✓		Attractive, clean public spaces and facilities	Initiation	Project Review completion	Jul-24		Complete	Cllr Learney	Andy Moore		TC021								
								Implementation of transformation	Sep-24		On Track													
								Completion of transformation	Dec-24		On Track													
Economy & Tourism																								
Manage the delivery of the UKSPF programme 2025/2026	✓	✓	✓				Strong, sustainable business growth	Proposal	Agree funding priorities and administration mechanism	Apr-25	Mar-26	Not Started	Cllr Thompson	Alison Woods Andrew Gostelow	UKSP £327,146		Awaiting decision on Rural Prosperity Funding announcement (February 2025)							
								Funding programme monitoring and associated government reporting	Quarterly			Not Started												
								Twice yearly programme board	6 monthly			Not Started												
								Funding fully utilised	Aug-25			Not Started												
								Projects fully completed and end of programme report to government undertaken	Apr-26			Not Started												
Delivery a programme of green business support and investment in renewable technologies (Green Economic Development Strategy (GEDS) Carbon Neutrality Action Plan (CNAP))	✓	✓	✓	✓			Strong, sustainable business growth	Start up	Develop solar for business programme - two key commercial projects to seek business case for investment	Mar-26	Mar-26	Started	Cllr Thompson	Suzanne Dixon	Capital budget		First project Winchester Science Centre to go to PAC board in February 2025							
								Secure funding to deliver low carbon assessments and green business grants to reduce energy consumption	Sep-25	Not Started				Suzanne Dixon	CNAP funding?									
								Develop and promote a suite of green business best practice case studies	Jun-25			Started			Suzanne Dixon									
Employment & Skills projects & plans (GEDS: Skills and Competitiveness)	✓	✓					Strong, sustainable business growth	Not Started	Deliver a package of digital support (including AI) for businesses	Mar-26		Not Started	Cllr Thompson	Emily Reason	£3,000 economy budget		AI Workshops, support to help businesses with AI statements, investigate AI growth zone (as per government AI Opportunities Action Plan)							
								Negotiate and manage Employment Skills Plans with developers ensuring inclusion of green skills	Mar-26		On Track			Alison Woods										
City Street Market Development Programme	✓	✓		✓	✓		Strong footfall in all our centres with lower than regional vacancy rates	Initiation	New contract for Winchester Street Market Operator started	Apr-25	Dec-25	Started	Cllr Thompson	Andrew Gostelow			Winchester Street Market Contract Manager to be appointed							
								Full adoption of street market operating policies	Dec-25			On Track						Alison Woods Winchester Street Market Manager						

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Improved management of commercial waste (Council Plan)							Attractive, clean public spaces and facilities	Start up	Provide information and signpost to help for local businesses to ensure they are prepared for introduction of new waste regulations	Apr-26		Started	Cllr Thompson Cllr Learney	Emily Reason			Sustainable Business Network Meeting	
Supporting rural and land-based economy (GEDS: Skills and competitiveness)	✓	✓				✓	Improved facilities within 20 minutes of people's homes	Not Started	Secure funding for feasibility study of cooperative farming business opportunity to increase economic development and skills in the rural sector	Mar-26		Not Started	Cllr Thompson	Suzanne Dixon				
							Proposal	Strengthen relationship with the rural economy networks and businesses	Dec-25		Started							
Ensure Winchester District is well positioned for the economy to benefit from investment from Hampshire Prosperity Partnership and combined Mayoral authority (Council Plan)		✓	✓	✓	✓		Increased investment in our district	Proposal	Sustaining/maintaining and evidence base of our economy and business needs e.g. Dashboard, to make case for investment	Sep-25		Started	Cllr Thompson	Alison Woods				
Business growth & support projects (GEDS: Innovative Business and Economy)	✓	✓	✓				Increased investment in our district	Start up	Produce sector specific inward investment propositions	Jun-25		Started	Cllr Thompson	Emily Reason				
							Proposal	Respond to inward investment growth enquiries from business	Ongoing		On Track							
Deliver the actions in year 1 Action Plan of the Cultural Strategy		✓	✓				Strong, sustainable business growth		Finalise and promote cultural spaces / activity audit	Jul-25	Mar-26	On Track	Cllr Thompson	Emalene Hickman				Culture budget £5000
									Explore and develop mechanism(s) to increase engagement between schools and cultural providers	Dec-25		On Track						
									Utilise the Visit Winchester platform to better articulate Winchester's cultural and creative offer	Mar-26		On Track						
Hampshire Cultural Trust - maximise opportunities from museum services		✓					Strong footfall in all our centres with lower than regional vacancy rates	Delivery	Quarterly performance meetings	Ongoing	Mar-26	On Track	Cllr Thompson	Susan Robbins	£300k			
Deliver the West of Waterlooville Public Arts programme		✓	✓				Strong, sustainable business growth	Delivery	Writer-in-residence (capturing stories and producing final creative writing output)	Mar-26	Mar-26	On Track	Cllr Thompson	Emalene Hickman				C.£120K from s106
								Start up	Community writing workshops and creation of temporary outputs (x3)	April 2025, September 2025 Jan 2026		On Track						
								Initiation	Creation of community panels	Mar-26		Not Started						
Produce a Winchester District Tourism Strategy		✓					Strong footfall in all our centres with lower than regional vacancy rates	Initiation	Develop strategic vision, key themes and priorities	Jun-25	Oct-25		Cllr Thompson	Rachel Gander				
								Not started	Develop sector wide action plan and test	Aug-25								
								Not started	Plan adoption	Oct-25								
Meet in Winchester - Familiarisation visit to conference and event venues for booking agents to increase awareness of the business tourism offer in Winchester district.		✓					Strong, sustainable business growth	Initiation	tbc				Cllr Thompson	Sarah Harfield				
								Delivery										
								Completion										
Deliver a programme of events to mark the 250th anniversary of Jane Austen's birth		✓					Strong footfall in all our centres with lower than regional vacancy rates	Delivery	Launch event	May-25	Completion by end 2025	On Track	Cllr Thompson	Rachel Gander				
								Delivery	New trail	tbc		On Track						
								Delivery				On Track						
Contribute to and engagement with the creation of a Local Visitor Economy Partnership (LVEP)		✓					Strong footfall in all our centres with lower than regional vacancy rates				Mar-26		Cllr Thompson	Rachel Gander				
Position Winchester district as an accessible, inclusive and sustainable destination through sustainable marketing & PR, promoting cycling, active travel, walking, local food and drink.		✓					Strong footfall in all our centres with lower than regional vacancy rates						Cllr Thompson	Rachel Gander				
Retail & hospitality marketing and promotion campaigns. E.g. made in Winchester and independents		✓					Strong footfall in all our centres with lower than regional vacancy rates						Cllr Thompson					