

Ref	What will we do?	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
	Local Government Reorganisation - all services will actively contribute to collaborative efforts as required by the Transition Plan to prepare and be ready before April 2028 to ensure a smooth transition to a new Unitary Authority.	Delivery	March '26 - Government decision March '26 - Apr '28 - implementation	Apr-28	Apr-28	On track	Cllr Cutler				
	Digital Transformation - All services will actively contribute to delivering the organisation's Digital Strategy by adopting modern technologies, streamlining processes, and strengthening digital capabilities to drive greater efficiency, improve accessibility, and deliver an enhanced customer experience	Delivery	Milestones as set out in Strategy and individual roadmaps	Various	Apr-28	On Track	Cllr Cutler	Digital Programme Manager	Existing Team Resources		
Community & Wellbeing											
	1. Strengthening Leisure – Driving Income and Exploring New Models •Maximise the performance of our leisure contract •Explore the introduction of an agency model										
	Explore benefits of the agency model	Proposal	Options assessed with internal colleagues Proposals reviewed - ELB If agreed to proceed proposal considered by Cabinet	Apr-26 May-26 Jul-26	Sep-26	On Track	Cllr Becker	Laura Jones			
	2. Planning for Healthy Places – Embedding Wellbeing in Growth •Local Plan and Major Development Areas deliver a strong spread of health and wellbeing assets •Use the Playing Pitch Strategy as a catalyst to shape a broader, inclusive approach to active spaces										
	Deliver facilities at Kings Barton MDA	Delivery	Facility management arrangements Community building construction Sports pavilion construction	Dec-26 Mar-27 Mar-27	TBC		Cllr Becker	Steve Lincoln			
	Deliver facilities at North Whiteley MDA	Delivery	Facility management arrangements Community building construction	Sep-26 Dec-26	Dec-30		Cllr Becker	Steve Lincoln			S106 funding
	Deliver facilities at West of Waterlooille MDA	Delivery	Community building planning consent Sports pavilion management arrangements Sports pavilion construction	Aug-26 Sep-26 Mar-27	Dec-29		Cllr Becker	Steve Lincoln			
	Deliver facilities at Sir John Moore Barracks	Delivery	S106 agreed to include offsite contribution for sports facilities	TBC	TBC		Cllr Becker	Steve Lincoln			
	Deliver on actions in Playing Pitch Strategy and Sports Facility Needs Assessment	Delivery	Support sports clubs to secure new lease agreements and thrive in the future: Alresford Rugby Club Winchester Rugby Club Bishops Waltham Cricket Club Winchester Hockey Club Work with education and military establishments to enhance community use of their facilities Support parish councils and other third parties to provide the right facilities in the right places	Mar-28 Mar-28 Mar-28	Mar-31		Cllr Becker	Calum Drummond			
	3. Investing in Communities – Making CIL Work Harder and Faster •Accelerate delivery through swift use of Community Infrastructure Levy funding										
	Allocate CIL to all appropriate capital programme schemes	Delivery	Cabinet approval of capital programme Cabinet approval of capital programme	Feb-27 Feb-28	Mar-28		Cllr Porter	Corinne Phillips			
	Streamline CIL process and distribute funding in a more efficient and effective manner	Delivery	Introduce changes to the bidding process Community bidding 26/27 round 1 - approvals Community bidding 26/27 round 2 - approvals Community bidding 27/28 round 1 - approvals Community bidding 27/28 round 2 - approvals	Apr-26 Aug-26 Jan-27 Aug-27 Jan-28	Mar-28	On Track	Cllr Porter	Corinne Phillips			

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	4. Empowering Local Resilience – Targeted and Impactful Grant Funding •Drive community impact through a focused grants programme •Support organisations to become more self-sustaining and resilient ahead LGR										
	Deliver a programme of grants to community and voluntary sector organisations	Delivery	Approval of 26/27 core funding and agreements signed Review previous year core funding outputs & make new year payment Small grants open Approval of 27/28 core funding and agreements signed Review previous year core funding outputs & make new year payment Small grants open	May-26 Jun-26 Jun-26 May-27 Jun-27 Jun-27	Mar-29	On Track	Cllr Becker	Melissa Fletcher		✓	
	Support for key community assets such as community centres and village halls	Delivery	Facilitate community buildings forum to network and knowledge share amongst community asset operators Identify partner organisation to become new tenant of Winnall Community Centre and support them to re-establish a thriving facility	Ongoing Sep-26	Mar-28	Started Started	Cllr Becker	Melissa Fletcher			Key outcome from Community Resilience Strategy Joint work with Estates team
	Support communities where most needed to ensure that we are helping the people who face the toughest circumstances	Delivery	Support Stanmore Community Network Deliver programme of activity in target neighbourhood(s) to promote community involvement and improve health outcomes Transition HFU programme away from targeted support into BAU	Ongoing Ongoing Mar-27	Mar-28 Mar-27	Started	Cllr Becker	Melissa Fletcher			Key outcome from Community Resilience Strategy
	Build resilience of the voluntary sector ahead of LGR	Delivery	Deliver or facilitate support to the sector on issues such as: Strengthening the volunteer workforce Financial sustainability Collaboration and knowledge sharing	Mar-28	Mar-28		Cllr Becker	Melissa Fletcher			Key outcome from Community Resilience Strategy
	5. Strengthening Local Voice – Winchester City Centre Governance Review •Deliver the Community Governance Review for Winchester City Centre										
	Support the Winchester town community governance review	Delivery	Second stage of consultation Council approval of recommendations First elections	Jun-26 Sep-26 May-27	May-27	On Track	Cllr Becker	Steve Lincoln			Led by Gareth John
	Support parish and town councils to fully prepare for LGR	Start up	Agree scope and brief for discussion with parish and town councils	May-26	Mar-28						
	Engage with parishes and residents to further strengthen emergency preparedness	Delivery	Scope the work and identify current provision / gaps Establish mechanism for ongoing engagement with interested parishes	Sep-26 Dec-26	Mar-28		Cllr Becker	Steve Lincoln			Joint work with Policy team
Sustainability & Natural Environment											
	1. Net Zero in Action – Turning Ambition into Delivery •Practical sustainability initiatives that reduce carbon emissions •Embed climate-conscious decision-making across all services.										
	Produce business cases for delivery of the small-scale renewable energy generation project on WSLP rooftop & Chesil Lodge	Initiation	Outline business case approved Full business case approved Installations			Started	Cllr Learney	Alex Eburne			
	Creation of local carbon credits	Initiation	Nature based solutions projects	Mar-26	Mar-28	Started	Cllr Learney	Alex Eburne			
	Produce a Technical Advice Note - Renewable energy to guide planning in assessment of applications for renewable energy schemes	Not Started	TAN - draft, sign off, planning adopt it	01/04/202	Mar-27		Cllr Learney	Alex Eburne			
	Nutrient Neutrality - enable credits		Project Proposal Consultation Approval	Sep-26		Started	Cllr Learney	Alex Eburne			

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	GMSC - service design including tree management	Start up	Tender Stage 2	Apr-26	Jul-26	On Track	Cllr Learney	Coral Rogers			
			Evaluation Panel - Stage 2	May-26			Cllr Learney				
			Pre-award activities	Jun-26			Cllr Learney				
			Award & mobilisation	Jul-26			Cllr Learney				
Economy & Tourism											
	1. Building Our Visitor Identity – Delivering the District Tourism Plan •Roll out the new District Tourism Plan and strengthening the Visit Winchester brand •Establish bold, evidence-based foundations for growth, partnership, and place promotion across the South.						Cllr Thomson				
	Create a clear and compelling destination and visitor profiles using our tourism strategy key themes and target markets to underpin all VisitWinchester marketing activity.	Delivery	Create detailed profiles Consult with sector and partners	Dec-26	Mar-27		Cllr Thomson	Rachel Gander			
	Develop city and district itineraries and trails for target markets and actively promote rural transport options where available	Delivery	Identify product and itineraries that align with target markets. Mapping of rural transport options to support travelling around district. Launch and promote via Visit Winchester digital channels. Work with partners in other destinations across Hampshire to link up itineraries.	Mar-27	Mar-27		Cllr Thomson	Rachel Gander			
	Create trade data and business advice hub on visitwinchester.co.uk industry pages which signposts to sector development opportunities including skills and training. Including collecting, monitoring and sharing High Street footfall data for the the city and market towns.	Delivery	Deliver an engagement plan to disseminate data and training more regularly with businesses.	Jun-27	Sep-27		Cllr Thomson	Rachel Gander			
	Commission a serviced and non-serviced accommodation study to establish demand and supply, provide evidence to attract inward investment	Start up	provide evidence to attract inward investment	Mar-28	Mar-28		Cllr Thomson	Andrew Gostelow			
	2. Powering Rural Growth and Green Economy – Evolving the Business Development Programme •Grow and evolve the Rural Business Development and Green Economy programmes to support local enterprises to innovate, digitise, and expand •Strengthen Winchester's rural economy ensuring no community is left behind										
	Deliver two solar for business project in the rural economy generating carbon saving and return on investment of the council	Delivery	Full business case approved Installation completed	Mar-27	Mar-28		Cllr Thompson	Suzanne Dixon			
	Establish a rural landowners and farmers based co-operative	Start up	Facilitate the delivery of joint bids to support rural business development	Dec-26	Mar-27		Cllr Thompson	Suzanne Dixon			
	Work with farm clusters / cooperative to develop and implement collaborative schemes for business efficiency / productivity e.g. grazier, grain and livestock processing opportunities	Delivery	Undertake feasibility studies to underpin co-operative projects Bid for funding and investment	Mar-28	Mar-28		Cllr Thompson	Suzanne Dixon			
	Continue to partner with education / training providers and land based industry / businesses to become a centre for skills in rural, farming and green technologies	Delivery	Secure partners and agree scope of project Identify funding and bid for investment	Mar-28	Mar-28		Cllr Thompson	Suzanne Dixon			
	3. Securing Investment – Advancing the LEP Funding Application •Drive forward our LEP funding application to unlock investment in business growth, innovation, and skills •Position Winchester as a leading destination for enterprise and creative opportunity						Cllr Thompson				
	Submit application(s) for LEP Legacy Funds to secure investment	Proposal	Work with partners to develop projects that are investment ready for future rounds of funding	Ongoing	Mar-28		Cllr Thompson	Alison Woods			
	Keep an up to date pipeline of projects that are investment ready	Start up	Identify government funding programmes that provide grants / investment to deliver business infrastructure, skills and or innovation	Mar-27	Ongoing		Cllr Thompson	Alison Woods			

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	4. Culture with Impact – Building Sustainable Partnerships for the Future •Embed legacy and sustainability across our Cultural Partnerships to ensure culture in its widest sense continues to thrive. •Work with partners to secure recognition as a model of best practice by Arts Council England and beyond.										
	Implement the Cultural Strategy and develop a self-organising and sustainable governance/ sector group	Delivery	Scope governance sector group agreed Structure approved / Term of reference etc. Sector group / creative partnership established	Apr-26	Mar-28		Cllr Thompson	Emalene Hickman			
	Pilot event for From Behind Closed Doors (April 2026).	Start up	Outcome of Design Challenge with RODD and WSA students presented during festival weekend. Exhibition with private view (24-26 April) featuring 10 local recognised creative studios showcasing their work and clients.	Dec-26	Mar-27		Cllr Thompson	Emalene Hickman			
	Deliver workshops and events for Discover Creative Careers month in collaboration with sector partners	Delivery	Create a register of interest from partners to deliver workshops and schools / colleges who are interested in receiving content.	Mar-27	Mar-27		Cllr Thompson	Emalene Hickman			
	Event and festivals programme, policy and promotion Review and improve the council's approach to co-ordination of the district's events programme including the development and introduction of appropriate policy	Delivery	Revise and simplify the promotion and booking of council spaces for events Opportunities to extend range and type of events and festivals identified Events guide published to support outdoor events coming to the district .	Sep-26	Mar-28		Cllr Thompson	Emalene Hickman			
	Explore management service for parish councils on their land/ in local communities		Engagement with Parish councils Opportunities identified Partnership protocols established and agreed	Dec-27			Cllr Thompson	Emalene Hickman			
	5. Leading Regionally – Delivering the LVEP Vision •Continue Winchester's leadership role in the Local Visitor Economy Partnership (LVEP) •Ensure our district's distinct offer drives regional collaboration and national recognition.						Cllr Thompson				
	Adopt a Hampshire wide Destination Management Plan (DMP)	Delivery	Draft DMP consulted with partners / industry sector	Sep-26	Mar-28		Cllr Thompson	Andrew Gostelow			
	Set up LVEP operating structure including the LVEP Advisory Board, Destination Committee and related working groups	Delivery	Collaboration opportunities identified and priorities by the working groups Plan for implementation agreed - including resources	Sep-26			Cllr Thompson	Andrew Gostelow			
	Work with Executive Delivery Partners to secure funding for delivery of LVEP DMP activities	Delivery	Bid to the Hampshire Prosperity Partnership Board and other funding programmes	Mar-27			Cllr Thompson	Andrew Gostelow			
	Align Hampshire LVEP DMP and District Tourism Strategy promotion and sector development activities to deliver maximum impact and outcome.	Delivery	Joint marketing and promotion campaigns created Presence at national / international trade exhibitions	Mar-28			Cllr Thompson	Rachel Gander			