

Ref	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
Transformation Team																		
TR001	Local Government Reorganisation - Establish and manage a dedicated Programme Management Office (PMO) to lead and coordinate the council's activities in alignment with the LGR Implementation Plan, ensuring readiness for the new Unitary Authority by April 2028.					✓		Improved engagement with under-represented groups	Delivery	March'26 - Government decision March'26 - April'28 - implementation	Apr-28	Apr-28	On Track	Cllr Cutler	Amy Tranah	PMO being stood up and resource requirements being identified for approval via budget process		
TR002	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					✓		High accessibility and usage of our services – with a strong shift to digital for those who prefer it	Delivery	Milestones as set out in Strategy and individual roadmaps	Various	Apr-28	On Track	Cllr Cutler	Digital Programme Manager	Existing Team Resources		
TR003	Digital Transformation - M365 Adoption & Implementation					✓		High accessibility and usage of our services – with a strong shift to digital for those who prefer it	Delivery	SharePoint Online Migration Complete - June'26 Power Platform Scoping & Pilot -	Jun'26	June'26 (SharePoint)	On Track	Cllr Cutler	Digital Programme Manager	Existing Team Resources		Key part of our LGR transition plan
TR004	Digital Transformation - Digital Customer Experience. Review of corporate telephony systems, and on-line self-serve solutions to modernise the customer journey.					✓		High accessibility and usage of our services – with a strong shift to digital for those who prefer it	Delivery	Decision on Business Case March'26	March'26	March'27	On Track	Cllr Cutler	Digital Programme Manager	Existing Team Resources		Key part of our LGR transition plan
TR006	Digital Transformation - preparing for LGR. Embedding the Digital Strategy by supporting services to deliver their digital roadmaps.					✓		High accessibility and usage of our services – with a strong shift to digital for those who prefer it	Delivery	Shadowing/Proces Map sessions to take place Jan-Mar'26 with recommendations shared with service leads	Mar'26	TBC (based on recommendations)	On Track	Cllr Cutler	Digital Programme Manager	Existing Team Resources		Key part of our LGR transition plan
TR007	Transformation challenge - deliver £3m annual budget reductions					✓	✓	A balanced budget and stable council finances	Delivery	Challenge completed March'28	March'28	March'28	On Track	Cllr Cutler	Amy Tranah	Existing Team Resources		Key part of our LGR transition plan
Policy and Performance																		
POL001	Equality, Diversity & Inclusion - Support officers and facilitate delivery of the agreed actions in EDI Action Plan.					✓		High accessibility and usage of our services – with a strong shift to digital for those who prefer it	Delivery	Included in EDI Action Plan - various	Ongoing	31-Mar-2026	On Track	Cllr Becker	Simon Howson	Existing Team Resources		
POL002	Governance - Lead on the preparation and presentation of quarterly Governance reporting (for Audit & Governance Cttee)					✓		Efficient and Effective	Not Started	Audit and Governance Committee	Ongoing	Ongoing	On Track	Cllr Becker	Simon Howson	Existing Team Resources		
POL003	Governance - Internal Audit Action Monitoring and reporting					✓		Efficient and Effective	Delivery	Maintain and update in Governance Monitoring report	Ongoing	Ongoing	On Track	Cllr Becker	Simon Howson	Existing Team Resources		
POL004	Policy - review and update Corporate Complaints Policy & Procedure to ensure the council complies with the new Ombudsman Code					✓		Efficient and Effective	Delivery	Review and update followed by roll out updated Complaints Policy and Process	Jan-26	Mar-26	Started	Cllr Cutler	Simon Howson	Existing Team Resources		
POL005	Performance - Lead on the creation, preparation and presentation of quarterly finance & performance reports					✓		Efficient and Effective	Delivery	PAC Board meeting dates, Leaders Board, Scrutiny and Cabinet	Ongoing	Ongoing	On Track	Cllr Cutler	Chris Roberts	Existing Team Resources		

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POL006	Performance - Lead on the creation and collation of Service Plans 2026 to 2028					▼		Efficient and Effective	Delivery	Draft service plans available for ELB consideration before review by Cabinet members.	05 December 2025	31-Mar-2026	On Track	Cllr Cutler	Simon Howson	Existing Team Resources		
POL007	Governance - Publish FOI responses online for greater transparency					▼		Efficient and Effective	Delivery	Publishing FOI responses online	Ongoing	Ongoing	On Track	Cllr Becker	Chris Roberts	Existing Team Resources		
POL008	Governance - prepare Annual Governance Statement and take through Audit and Governance Committee for approval					▼		Efficient and Effective	Not Started	Draft agreed by March 2026, before approval at Audit and Governance Committee	31-May-25	Jul-25	Not Started	Cllr Becker	Simon Howson	Existing Team Resources		
POL009	Governance - Refresher training and support for officers who receive and respond to FOI requests					▼		Efficient and Effective	Delivery	Ongoing, as required	Ongoing	Ongoing	Not Started	Cllr Becker	Florence James	Existing Team Resources		
POL010	Governance - manage the collation of annual statements of assurance from service leads					▼		Efficient and Effective	Not Started	Work with service leads and provide guidance on the completion of their Statement of Assurance	30-Apr-26	31-May-26	Not Started	Cllr Becker	Simon Howson, Florence James	Existing Team Resources		
POL011	Project Management - Review and refresh Project Management Methodology and templates.					▼		Efficient and Effective	Start up	Review completed and PMM updated as required.	31-Jan-2026	31-Mar-2026	Started	Cllr Cutler	Simon Howson, Chris Roberts	Existing Team Resources		
POL012	Project Management - provide training and support for project managers					▼		Efficient and Effective	Delivery	Training sessions 26/11/25 and 28/1/26	Ongoing	Ongoing	On Track	Cllr Cutler	Simon Howson, Chris Roberts	Existing Team Resources		
POL013	Project Management - support for project managers to create and deliver end of project reports to PAC Board, including lessons learned and shared widely with other project leads					▼		Efficient and Effective	Delivery	PAC Board meetings held throughout the year.	Ongoing	Ongoing	On Track	Cllr Cutler	Simon Howson, Chris Roberts	Existing Team Resources		
POL014	NGDP Graduates - support and coordination of placements					▼		Efficient and Effective	Proposal	Deadline for submitting application for 2026 Cohort 28	28-Feb-26	Sep-27	On Track	Cllr Cutler	Simon Howson	Existing Team Resources		Two fixed term posts ending Oct 25. 1 x GF post and 1 HRA post
POL015	Community Resilience - support parishes and communities to identify risks and create and maintain resilience plans					▼		Efficient and Effective	Not Started	Work with Community Team to raise awareness of community resilience among parishes	Ongoing	Ongoing	Not Started	Cllr Cutler	Simon Howson	Existing Team Resources		
POL016	Business Continuity - ensure appropriate and proportionate business continuity plans are in place to enable the council to maintain services after a major incident					▼		Efficient and Effective	Start up	Review business critical plans to ensure they include actions to maintain services in the event of a cyber incident or loss of IT	30/04/2026	30-Jun-2026	Started	Cllr Cutler	Simon Howson, Florence James	Service Leads, Corporate Heads of Service		
									Delivery	Lead workshops with critical service BC plan holders to review plans and carry out annual exercise	31-May-2026		Not Started					
									Delivery	Lead a review of non-critical services with back up plans in place	30-Jun-2026		Not Started					
POL017	Emergency Planning - lead the council's response to emergency planning					▼		Efficient and Effective	Delivery	Quarterly review and update of contacts register	Ongoing	Ongoing	On Track	Cllr Cutler	Simon Howson	Gold, Silver, ECC Managers		
									Delivery	Deliver training to EP contacts	31-Dec-2025		On Track					
									Delivery	Collaboration with LRF/ Hampshire EP colleagues	Ongoing		On Track					
									Delivery	Maintain training register	Ongoing		On Track					
									Delivery	Work with district EP colleagues	Ongoing		On Track					

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POL018	Emergency Planning - Review and update Council Emergency Planning Response Plan					▼		Efficient and Effective	Delivery	Review and adoption of updated EP Response Plan by ELB	31-Dec-2025	31-Jan-2026	On Track	Cllr Cutler	Simon Howson, Florence James	Existing Team Resources		
POL019	Emergency Planning - Facilitate 2027 and 2028 Emergency Planning Exercise					▼		Efficient and Effective	Not Started	Prepare for and facilitate annual EP exercise 2026, with follow up report with lessons learned and areas for improvement	31-Mar-2026	31-Mar-2026	Not Started	Cllr Cutler	Simon Howson, Florence James	Existing Team Resources, Gold, Silver, ECC staff		
POL020	CGR - Policy Team support to the Community Governance Review for the unparished area of Winchester City					▼		Efficient and Effective	Initiation	Completion of Stage 1 consultation	22-Dec-2025	31-Mar-2027	On Track	Cllr Becker	Simon Howson	Existing Team Resources		
Human Resources																		
HMR001	Review health and wellbeing provision for staff.					▼	✓	Improved satisfaction for our services	Delivery	Work commenced	Mar-26	Dec-26	On Track	Cllr Cutler	Manjit Sandhu			
HMR002	Review all HR polices to ensure compliance with forthcoming Employment Rights Bill					▼		Improved satisfaction for our services	Delivery	Work commenced	Dec-25	Mar-26	On Track	Cllr Cutler	Manjit Sandhu			Over half of policies reviewed.
HMR003	Produce job description and job evaluation process guidance.					▼		Improved satisfaction for our services	Initiation	Drafts by June 2026	Jun-26	Dec-26	On Track	Cllr Cutler	Manjit Sandhu			
HMR004	Procure and deliver a leadership development programme for all levels of Management in readiness for LGR					▼		Improved satisfaction for our services	Start-up	Programme developed by March 2026	Jun-26	Dec-27	On Track	Cllr Cutler	Manjit Sandhu			
HMR005	Develop and deliver a human-centred change approach, including change readiness and resilience support, to help staff and managers build confidence, clarity and capability throughout the transition.					▼	✓	Improved satisfaction for our services	Proposal	Programme developed by March 2026	Jun-26	Dec-27	On Track	Cllr Cutler	Lili Boyanova-Hugh			
HMR006	Roll out training for frontline staff to continue to raise awareness about wellbeing and safeguarding					▼	✓	Improved satisfaction for our services	Delivery	Update to On-line training complete. November for level 2 Safeguarding face to face Training.	Dec-25	Jun-26	On Track	Cllr Cutler	Jamie Cann			
HMR007	Develop Strategic Workforce plan					▼		Improved satisfaction for our services	Start up	Draft agreed by March 2026	Mar-26	Mar-27	On Track	Cllr Cutler	Manjit Sandhu			
HMR008	Lead on the LGR Workforce and HR workstream to ensure a smooth transition					▼		Improved satisfaction for our services	Start up	Workstream to be set up January 2026	31/01/2026	31/03/2028	On Track	Cllr Cutler	Manjit Sandhu			