

Appendix 2 - Annual Delivery Plan 2025-26

Please note delivery of the actions below could be affected by changes in policy, national and local circumstances, these risks are managed through each service operational risk

Council plan priority	Goals	Aims	Year 1 actions	Lead/Director	Portfolio Holder	QTR	Milestones Q1-Q4	RAG	Performance
Economic prosperity	Create vibrant economic centres and thriving rural villages	To foster diverse economic centres and villages that support local businesses, attract investment, and enhance community life.	Ongoing engagement with businesses to support their investment plans. Working together with OCC to plan infrastructure for strategic growth	Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Agree delivery timescales for Market Square, Bicester. Agree action plans and priorities for Kidlington, Bicester and Banbury		The Market Square project has been progressing throughout Q1. An estimated programme has been developed in Q1, and is included as an Appendix to the Exec report due to be presented on the 2nd September. The Area Priority Plans have been developed in Q1 for all 3 areas, and presented to the relevant Area Oversight Group (AOG).
						Q2	Agree the plan for the 2025/26 Economic Forum Hold annual Business Awards (Sept)		Economic Forum plan developed - location will be in Kidlington, to be held in March subject to venue confirmation.
						Q3	Commission a report on the Future of Cherwell's high streets. Develop and agree an action plan to reflect the findings of Experience Oxfordshire's Economic report on Cherwell		Commissioning a report on the Future of Cherwell's High Streets has been initiated and will be undertaken as part of the Council's developing Economic Strategy. Due to sickness lateness in appointing external support. New Head of Service is focussing on this activity. The 2024 Experience Oxfordshire Economic Impact of tourism report was received in September 2025 and will inform the action plan to be developed as part of the Economic Strategy.
						Q4	Hold the 2025/26 Economic Forum in order to explore investment opportunities and barriers/challenges to future investment		
		To promote sustainable economic prosperity through innovation, resilience, and strategic growth.	Continue the diversification of tenancies at Council owned commercial properties including key public/third sector partners	Mona Walsh Ian Boll	Cllr L McLean	Q1	Launch a campaign to attract a diverse range of tenants at commercial sites		Campaign launched. End Q1 outcome - terms agreed for two new lettings at Castle Quay. Offers received for vacant unit at Pioneer Square being considered and due diligence underway.
						Q2	No milestone		Agreement for lease for two new lettings at Castle Quay completed and fit out works for one letting is underway. Exec and Council approval of terms of new letting at 36-37 Bridge Street Banbury (part of ex M&S unit).
						Q3	No milestone		One letting complete and tenant open and trading. Second letting due to open Mar 26. Legal instructed on letting at 36-37 Bridge Street (part of ex M&S unit)
						Q4	No milestone		
	Build an inclusive and green economy	To build an economy that is both inclusive and environmentally sustainable, ensuring equitable opportunities for all while minimising environmental impact.	Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Mona Walsh Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Complete asset register and agree future plan for each, with a focus on those that are underutilised or suitable for community transfer.		Initial document drafted and discussed with Cllr McLean. Actions agreed include action plan and focus on underutilised and assets suitable to transfer or disposal. Updated to Amber following monthly meeting with Prop Portfolio Holder (PH) on 19 Aug. Good progress made to date but some further actions to be agreed.
						Q2	No milestone		Further report to and discussions with Cllr McLean in Sept have led to agreed approaches and strategy for sites including community centres and garages.
						Q3	Complete options appraisal for Castle Quay Bridge Street area site and agree next steps in collaboration with Banbury AOG Agree assets for disposal and delivery plan		Options appraisal considered by CLT. Asset disposal list reviewed and discussed with Cllr McLean.
						Q4	Complete an options appraisal for extending PV and wind energy on council assets in support of climate priority.		
			Delivering the Year 4 programme of UK Shared Prosperity Funding, to focus on pressures in our communities	Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Agree and Launch the 2025/26 UKSPF programme. Produce report on the outcomes achieved for 2024/25		The UKSPF (UK Shared Prosperity Fund) programme for 25/26 has been agreed by Cllr McLean as Portfolio Holder decision, with delegation to the Director of Communities to amend when required, in discussion with Portfolio Holder. The outcomes report for 24/25 has been completed and approved by Assistant Director of Finance and sent back to Ministry for Housing Communities and Local Government (MHCLG).
						Q2	Identify implications for Cherwell of Oxfordshire Flood Task Force priorities		The Building Control and Flood Risk Manager is holding a Flood Workshop to discuss the priorities. UKSPF (UK Shared Prosperity Fund) funding approved to be spent by March 26.
						Q3	Report on area infrastructure gaps/needs (electricity, water, foul) and agree priorities		Consultants appointed for Bicester area, and work is well underway and linked in with key developers. Final Reports will take time to develop.
						Q4	Produce a report on the outcomes of the final year of the UKSPF programme.		
			Support the Marmot Place Partnership for Oxfordshire.	Nicola Riley Ian Boll	Cllr R Pattenden	Q1	Activity for this Action starts in Quarter 2		Five villages in Cherwell have been selected for the Marmot Rural Place initiative based on data-driven insights, and the commissioning process is underway to appoint an organisation to deliver community insight profiles in collaboration with the Wellbeing team.
						Q2	Launch Marmot Place Programme with partners		Procurement of a research partner has been protracted resulting in a delay to the progress of partnership work. The research phase will conclude in Q3.
						Q3	Consult on the Deprivation Remediation Programme for 2026		Household Support Fund 7 (£128,000) started to be delivered in December to benefit residents that need additional support. Evaluation of the programme will take place in March in line with Cost of Living provision. Rural Marmot inequalities work started on 1st December
						Q4	No milestone		

Community Leadership	Strengthen community collaboration and resilience	To work closely with communities and partners to foster shared solutions to building safe, resilient, and empowered communities.	Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Tim Hughes Nicola Riley	Cllr R Parkinson	Q1	Activity for this Action starts in Quarter 2		Activity for this Action starts in Quarter 2.
			Develop parish council toolkit to empower communities	Ian Boll	Cllr L McLean	Q2	Work with key partners to identify and agree key community issues for the partnership to consider in year.		A stakeholder survey has been drafted ready for circulation and will be open from 8th - 31st October. The survey will seek to obtain partners input to the review of the LSP and to acquire partners input regards the key community issues that should be addressed by the LSP. The survey will also seek views from stakeholders on how the partnership might be improved to better achieve positive outcomes benefitting the community
						Q3	Work with key partners to identify and agree community-based solution. Review and re-launch the LSP accordingly.		Survey went live 18th December and will run until 16th January (4 weeks). Survey seeks to get views and opinions from relevant stakeholders on the effectiveness of the partnership and suggestions on how it might be improved. Survey also seeks to gather insight on what are the key community issues that stakeholders think the partnership look to focus on. Relaunch will take place in Q4.
						Q4	No milestone		
			Transfer existing community assets to community organisations to support collaboration and resilience	Ian Boll	Cllr L McLean	Q1	Launch parish toolkit initiative		Parish liaison meeting considered the first topic for a toolkit should be flooding. The Council will be holding a Parish Flood Workshop in late Summer/early Autumn - Cherwell in conjunction with Oxfordshire County Council.
						Q2	Work with parish councils to identify key components required to empower communities and agree next steps		Flooding workshop 16h October. Further workshops will be considered for the New Year.
						Q3	Review and agree Cherwell's Green and Blue Corridors to increase understanding and awareness		The Green and Blue Infrastructure Strategy was produced in 2022 and forms part of the evidence submitted alongside the Local Plan that is currently under examination.
						Q4	Review and implement actions as appropriate from the Oxfordshire Adaptation Route map		
			Strengthening community cohesion	Tim Hughes Nicola Riley	Cllr C Brant	Q1	Activity for this Action starts in Quarter 2		
						Q2	Identify and agree potential assets for transferring to community organisations		The timescale for identification has slipped to Q3
						Q3	No milestone		
						Q4	No milestone		
						Q1	Produce Annual EDI General Duty Compliance Report and agree next steps.		Work has begun on collation but timescale not achieved for report.
						Q2	Agree new EDI Framework and supporting actions		Currently the framework is being reviewed by the Council's Inclusion Champions awaiting for the feedback to publish.
						Q3	No milestone		
						Q4	No milestone		
						Q1	Activity for this Action starts in Quarter 2		Activity for this Action starts in Quarter 2.
						Q2	Develop and agree new Community Safety Partnership Plan		New plan agreed by Community Safety Partnership.
						Q3	No milestone		No milestone for Q3
						Q4	Establish baseline metrics for measuring progress towards Community Safety Plan		
	Promote health and wellbeing with a focus on inequality	To enhance health, wellbeing, and social cohesion across the district and address inequalities through preventive initiatives and targeted interventions.	Improving access to sports and healthy places by making the most of the external (and developer) funding we receive, improved insight and maintenance of our leisure centres.	Nicola Riley	Cllr R Pattenden	Q1	To identify Parishes where significant capital projects are planned and support them with their delivery plans to ensure developer contributions deliver improved outcomes for their communities.		Parishes with s106 allocated for new development of community and sports projects have been consulted with and capital plans have been mapped over the Multilateral Trading Facility (MTFs).
						Q2	No milestone		
						Q3	No milestone		
						Q4	Confirm which Capital projects will be progressed in 26/27 and how they will be funded		
	Safeguard the environment and promote biodiversity	To implement sustainable policies and practices, protect natural habitats, and support conservation initiatives that enhance ecosystem health and biodiversity while responding to the climate emergency.	Identify pathways for CDC to reach net zero carbon	Hitesh Mahawar Nicola Riley	Cllr T Beckett	Q1	Review consultant's report on the costed pathways to net zero and agree next steps / direction of travel		Bioregional is expected to share the draft report for this study by the end of this week w/c 28 July'25.
						Q2	Produce new draft climate change strategy		The evidence base informing the strategy, specifically the Council's and District's net zero pathways studies has not yet been finalised and is now expected to complete in early Q3. This has impacted the original timeline. The Climate Team is now working to produce and finalise the strategy, with publication expected in early Q4. The delay ensures the strategy is robust, evidence-led, and aligned with CDC's wider climate objectives.
						Q3	Consult on draft climate change strategy		The draft Climate Change Strategy is anticipated to be ready in early Q4. In the meantime, consultation is actively underway with PfH (Portfolio Holders), SRO (Senior Responsible Owner), members of the Climate Change Programme Board, and all Assistant Directors and Heads of Service to shape the vision and the Target Operating Model for the Climate Programme and Strategy.
						Q4	Agree new climate change strategy in light of costed pathway findings		
			Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Ed Potter Nicola Riley	Cllr I Middleton	Q1	Produce report on decarbonising waste fleet and agree next steps		Report gone to CLT.
						Q2	No milestone		Report was approved by Executive on 2nd of September, implementation plan commenced.
						Q3	Implement HVO fuel plan		Prices for HVO have greatly increased. A procurement exercise has taken place for a HVO fuel supply through the Yorkshire Purchasing Organisation prices appear high

Environmental Stewardship	Promote the circular economy of reduce, reuse and recycle to minimise waste	To encourage sustainable consumption, optimise the use of resources, and implement efficient recycling systems that support waste reduction and re-use initiatives.	Embed the new Simpler Recycling requirements for kerbside collections and promotion of greater recycling.	Ed Potter Nicola Riley	Cllr I Middleton	Q4	No milestone		
			Continue with progress for the provision of a modern and for purpose depot facilities to support activity to minimise waste	Ed Potter Nicola Riley	Cllr I Middleton	Q1	Modelling new service delivery options, to include early adoption of kerbside glass recycling		Service delivery options modelled. Simpler Recycling Project Board met 4 times to evaluate.
						Q2	No milestone		Kerbside glass due at Executive in November.
						Q3	Agree new service delivery design		Kerbside glass launches 01 January 26. Paper on other Simpler Recycling matters at Executive Jan26
						Q4	Implement new service		
			Reduce waste and food insecurity through community initiatives to reuse and recycle.	Nicola Riley	Cllr R Pattenden	Q1	Activity for this Action starts in Quarter 3		Planning application likely to be submitted in Q2 but the admin features of the design have been completed.
						Q2	No milestone		
						Q3	Approval of outline business case. Submission of Planning Application.		Development plans are held currently. A revised business case will be developed in collaboration with the Waste and Environmental Services Partnership (WESP) to reflect the depot needs in the north of the county.
						Q4	No milestone		
			Promote environmentally conscious communities	Ed Potter Nicola Riley	Cllr I Middleton	Q1	Refresh promotion around district's Growing Spaces		Rural England Prosperity Fund (REPF) and community food grants have supported eight growing spaces including Cropredy Lock Garden, Sustainable Duns Tew, Horton and Kidlington Parish Councils, as well as edible garden projects at schools including St Leonards, Dashwood, St Joseph's, and West Kidlington. Resources have been updated and shared via the Growing Space leaflet
						Q2	Review delivery of Y2 actions of Food Action Plan for CDC		Progress made against every objective as planned.
						Q3	No milestone		
						Q4	Establish a schools-food partnership		
						Q1	Agree the litter blitz programme for 2025/26		Litter blitz carried in Banbury Town Centre. Rest of the programme to be finalised.
						Q2	Develop and agree a Civic Pride campaign to promote cleaner communities and open spaces		A Neighbourhood blitz programme has been developed, to be considered by the Portfolio Holder for approval
						Q3	No milestone		
						Q4	No milestone		
	Deliver sustainable and strategic development that meets Cherwell's needs now, and in the future	To ensure the right mix of facilities, services and infrastructure for new developments, to create successful, well-designed communities.	Progress the Cherwell Local Plan 2042	David Peckford Ian Boll	Cllr J Conway	Q1	Activity for this Action starts in Quarter 2		
						Q2	Submit Local Plan for Examination		The draft Local Plan was approved by the Council's Executive on 3 July. On 21 July it will be presented to the Council. Upon approval, it will be submitted to the Secretary of State for independent examination including public hearings.
						Q3	No milestone		The Local Plan Examination commenced on 31 July. First hearings sessions confirmed for the week commencing 16 February 2026. Second set of hearings expected July 2026.
						Q4	No milestone		
			Establish a new Programme for a Review of Conservation Area Appraisals	David Peckford Ian Boll	Cllr J Conway	Q1	Confirm new three-year programme of Conservation Area reviews and appraisals		Programme established - Year 1 - Bloxham, Grimsbury, Hanwell; Year 2 - Hook Norton, Chesterton, Hampton Gay - Shipton on Cherwell -Thrupp; Year 3 - Islip, Bodicote, Begbroke, Fritwell. Bloxham is at an advanced stage and Grimsbury is on-going.
						Q2	No milestone		Bloxham Conservation Area Appraisal is being finalised. Grimsbury is on-going and work on Hanwell has commenced.
						Q3	No milestone		A public consultation event for the review of the Grimsbury Conservation Area Appraisal took place on 9 December. Work on the Hanwell CAA review is progressing.
						Q4	Complete year 1 of Conversation Area programme		
			Monitor and manage housing land supply	David Peckford Ian Boll	Cllr J Conway	Q1	Complete and agree Housing Delivery Action Plan		The Housing Delivery Action Plan was approved by the Council's Executive on 10 June 2025. The Executive also resolved that it be kept under review having regard to comments received, and to make any necessary changes in consultation with the Portfolio Holder for Planning and Development Management. Officers were also instructed to present a comprehensive review of the five year housing land supply position to the Executive, should there be evidence of a significant change.
						Q2	Implement Housing Delivery Action Plan		The Housing Delivery Action Plan (HDAP) has been published and being implemented by the Planning and Development & the Growth and Economy teams.
						Q3	Implement Housing Delivery Action Plan		An Annual Monitoring Report was approved by the Executive on 2 December. However, land supply is reported as 3.1 years
						Q4	Review the progress of the Housing Delivery Action Plan		
			Reducing the percentage of 'major' planning application decisions overturned at appeal	David Peckford Ian Boll	Cllr J Conway	Q1	Complete and agree major applications action plan		An action plan for the management of strategic planning applications was prepared in Q1 and presented to the Accounts, Audit and Risk Committee on 28 May 2025.
						Q2	Implement Major Applications Action Plan		Project working group established and meeting. Resourcing for implementation under review.
						Q3	Implement Major Applications Action Plan		The availability of resource has delayed implementation of the action plan for managing strategic applications. Additional temporary staff are now to be recruited and it is anticipated that project management support will be available in the new year.
						Q4	Review the progress of the Major Applications Action Plan		

Quality housing and Place Making			Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions.	David Peckford Ian Boll	Cllr J Conway	Q1	Complete internal s106 process review and agree improvement action plan		A review of the Council's internal processes for 'section 106' legal agreements was completed by the start of Q1.
			Deliver Planning Service Improvement	David Peckford Ian Boll	Cllr J Conway	Q2	Implement actions from s106 process review		Resourcing for implementation under review.
						Q3	Implement actions from s106 process review		Incremental implementation is ongoing with the resource available.
						Q4	Review the progress of the s106 improvement action plan		
						Q1	Establish performance improvement indicators, targets & resource needs		A review of the Council's development management (Planning Committee) decision making processes has been undertaken and included a peer review on 29 May 2025. The final report is awaited and will be published. The recommendations will inform improvement targets together with the defined actions for the management of strategic planning applications and from the section 106 review (see above). A consolidated plan is to be prepared and resourcing needs are being reviewed.
						Q2	Define & implement improvements		Planning Advisory Service Report received. Consolidated plan dependent on corporate transformation programme. Resourcing under review.
						Q3	Implement improvements		Planning Advisory Service report published. Recommendations are due to be presented to the Executive in the new year
						Q4	Implement improvements & review progress		
			Establish and progress with Partners the Area Oversight Groups for Banbury, Bicester and Kidlington	Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Implementation of Area Oversight Groups for Banbury, Bicester and Kidlington		The 3 Area Oversight Groups have been implemented.
						Q2	Identify and report on infrastructure delivery issues (water, electricity, foul, etc), develop and agree action plan		Atlas project in Bicester has project team to focus/resolve infrastructure issues - action plan and funding identified. OCC/LAEP (Local Area Energy Planning) on-going work covering energy issues throughout Cherwell area. Foul water issue resolution and plan in place. Issue on all APP (Area Priority Plan) to be discussed at AOGs (Area Oversight Groups).
						Q3	No milestone		
						Q4	No milestone		
	Achieve more high-quality, secure, and affordable housing that caters for the diverse needs of our residents	To help all residents access safe places they can make/call their home, including housing that is affordable through direct ownership, private rental and social rent housing.	Reduce pressure on temporary accommodation capacity in the District through delivery of our Housing Strategy	Nicola Riley	Cllr N Cotter	Q1	Commence delivery of new LAHF schemes for temporary accommodation and resettlement, and S106 scheme to provide additional temporary accommodation provision		Grant agreements in place with SOHA. They have begun to identify properties and progress purchase. All properties are on target to deliver in year.
						Q2	Review procurement of temporary accommodation and nightly charged options to ensure we make the best use of our resources, whilst providing suitable standards of temporary accommodation		Review completed. Some current provision will cease but nightly charged accommodation still required and procurement opportunity has been launched. Once successful supplier is identified, this will come to Executive.
						Q3	No milestone		
						Q4	Complete annual review of housing strategy action plan to identify any improvements needed		
			Host a registered providers forum to improve tenant outcomes	Nicola Riley	Cllr N Cotter	Q1	Conduct satisfaction survey of CDC tenants		Completed. Survey took place during May and June 2025 with the shared ownership and rented tenants.
						Q2	No milestone		
						Q3	Establish new monitoring framework for Registered Provider activity and performance and agree objectives and line up for forum		New monitoring system developed and live. Data is slowly building as more providers are being inspected by the regulator. The system measures overall satisfaction from tenants, consumer standard rating, governance rating and viability rating. RP Forum on track.
						Q4	Hold registered providers forum to discuss challenges in meeting obligations		
			Ensure Graven Hill Village Development Company submits Planning Application for Phase 2 at Graven Hill (for completion of the site)	Stephen Hinds	Cllr L McLean	Q1	Ensure Graven Hill Village Development Company submits Planning Application for next phase of development at Graven Hill to LPA		The application for planning permission (25/01768/HYBRID) was received as a valid application by the Local Planning Authority (LPA).
						Q2	No milestone		
						Q3	No milestone		
						Q4	No milestone		