

Appendix 3 - Annual Delivery Plan External 2026\_27

Priority	Goals	Aims	2026/27 Actions	Quarterly Milestones	Executive Director / AD Lead
Long-term 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.	Develop and agree the Economic Prosperity Strategy, including the Economic Action Plan, in order to establish a long-term programme of regeneration and strategic actions	Q1 - Start Stakeholder Engagement to support EP Strategy Q2 - Stakeholder Engagement to support EP Strategy Q3 - Complete the Economic Prosperity Strategy including Action Plan Q4 - N/A	Ian Boll / Tom Dobrashian
			Build a new community sports facility with outdoor provision at Graven Hill.	Q1 - Develop Plans/Planning Permission for the Community Centre, Sports Pitches and Pavilion Q2 - N/A Q3 - Commence Construction for the new Community Centre, Sports Pitches and Pavilion Q4 - Monitor Progress	Kristian Aspinall
		To promote sustainable economic prosperity through innovation, resilience, and strategic growth.	Develop and agree capital programme to deliver the partner culture strategy for the District	Q1 - Options appraisal report covering design, cost plan and procurement strategy Q2 - Consider funding strategy Q3 - Begin detailed planning if activity in Q1 and Q2 positive Q4 - TBC	Kristian Aspinall / Mona Walsh
			Work with Oxfordshire Growth Commission to deliver economic development, infrastructure and housing growth	Q1- Complete technical review of delivery of LPPR sites Q2 - Seek further funding support for development of place narratives Q3 - TBC Q4 - TBC	Ian Boll / Tom Dobrashian / David Peckford
	Make best use of council owned assets, including Bodicote House to promote innovation and strategic growth	Q1 - Conduct financial appraisal and site surveys for the repurposing of lower bridge street. Complete license of occupation for Banbury Library, alongside completion of feasibility and surveys (completed by OCC) Q2 - Exchange of Contracts for Bodicote House. Conduct design and stakeholder engagement for Lower Bridge Street repurposing. Finalising scheme design and procurement with OCC for Banbury Library Q3 - Agreeing all other legal documentation with OCC in relation to Banbury Library. Q4 - Scope planning application for repurposing of Lower Bridge Street. Work on site for Banbury Library commence.	Ian Boll / Mona Walsh		
	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.	Continue to support the work of the Marmot Place Partnership for Oxfordshire	Q1 - Consider rural inequalities work outcomes Q2 - Share Partnership updates with Members Q3 - N/A Q4 - Seek endorsement for 2027/2028 plan	Kristian Aspinall

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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.	The council will look to automate the application of the Council Tax Reduction Scheme for people that it is made aware of that are in receipt of Universal Credit. This will help to maximise the take up of this vital financial support to some of the most vulnerable members of our society	Q1 - Ensure the automation is applied to bills for 2026/27 Q2 - N/A Q3 - N/A Q4 - N/A	Stephen Hinds / Michael Furness
			To agree a strategic asset management policy that will promote innovation and best use of our resources	Q1 - Agree and approve the asset management approach, and establish a clear prioritisation order for all assets. Q2 - Commence delivery of the asset management approach, focusing first on the highest-priority assets. Q3 - Continue delivery of the asset management approach, guided by the established asset-priority information. Q4 - Continue delivery of the asset management approach, making ongoing use of priority asset information.	Ian Boll / Mona Walsh
			Identify barriers to accessing council services and agree an improvement plan	Q1 - Develop Audit for accessing services Q2 - Deliver Audit to assess accessibility of services Q3 - Review and develop improvement plan from audit Q4 - Deliver and review improvement plan	Kristian Aspinall
			Improve customer experience and reduce contact volumes by making information easily accessible and enabling effective self-service wherever possible	Q1 - Commence delivery of Single Front Door Programme of work Q2 - Continue delivery in line with programme timeline Q3 - Continue delivery in line with programme timeline Q4 - Continue delivery in line with programme timeline	Stephen Hinds / Ann Slavin
	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.	Expand youth programmes to promote better mental health	Q1 - Launch mental wellbeing report and deliver action plan Q2 - Develop DCMS funded Action Plan for delivery Q3 - Evaluate impact and review Mental Wellbeing programme Q4 - Evaluate and review DCMS youth programme and impact	Kristian Aspinall
			Work to reduce inequality in Banbury's most deprived wards (Grimsbury, Neithrop, Ruscote), with a specific focus on Health Prevention and Stronger Communities themes of Brighter Futures	Q1 - Deliver Community Insight Profile grant programme Q2 - Evaluate Community Insight Profile programme against IMD metrics Q3 - Evaluate Community Insight profiles 3 year review and impact to show change in inequalities Q4 - Develop Brighter Futures Annual Report	Kristian Aspinall

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<b>Environmental stewardship and climate action</b>	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.	Establish a new programme of asset decarbonisation projects, using Public Sector Decarbonisation Scheme funding.	Q1 – Identify and explore available funding opportunities, and develop a schedule of assets that are suitable candidates for decarbonisation. Q2 – Review and assess the shortlisted assets for decarbonisation potential, and agree which schemes should be pursued in future funding rounds. Q3 – When suitable funding schemes open—and assuming the assets meet the required grant criteria—submit priority assets for decarbonisation funding. Q4- N/A	Ian Boll / Mona Walsh / Hitesh Mahawar
			Continue with fleet decarbonisation, utilising electric vehicles where possible.	Q1 - Review the introduction of HVO Q2 - Review the vehicle replacement programme Q3 - N/A Q4 - N/A	Kristian Aspinall / Ed Potter
			Encourage the creation of biodiversity sites / habitat banks / carbon sequestration, in line with local and national planning policy, engaging with developers and partners where appropriate.	Q1 - Initiating the Biodiversity and Climate Resilience Strategy Q2 - TBC Q3 - TBC Q4 - TBC	Ian Boll / Hitesh Mahawar
	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.	Continue the district-wide rollout of Simpler Recycling and integrate the requirements of the Deposit Return Scheme in preparation for its implementation in 2027/28	Q1 - Review the introduction of kerbside glass & the removal of bring bank sites Q2 - Review the TEEP assessment for separate paper & cardboard Q3 - Consider Capital impact Q4 - N/A	Kristian Aspinall/ Ed Potter

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Quality housing and place making	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.	Adopt & commence implementation of the new Local Plan	Programme determined by the Planning Inspectorate. Q1 - Examination of the local plan. Q2 - Examination of local plan Q3 - Examination continues Q4 - Estimated Plan Adoption	Ian Boll / David Peckford
			Continue with the programme for the review of Conservation Area Appraisals for the following villages: Hampton Gay, Shipton on Cherwell & Thrupp, Hook Norton and Chesterton	Q1 - N/A Q2 - Commence 3 CAAs Q3 - N/A Q4 - Complete 3 CAAs	Ian Boll / David Peckford
			Continue with implementation of housing delivery in accordance with housing delivery action plan	Q1 - Continue working with the Atlas/Homes England Team in Bicester to support housing delivery Q2 - Half year return on housing delivery Q3 - N/A Q4 - Full Year Return on Housing Delivery & Annual Monitoring Report to Executive	Ian Boll / David Peckford / Paul Seckington
			Implement 'section 106' process improvements	Q1 - Finalise the S106 templates Q2 - Create Practice Notes Q3 - Implement Improvements Q4 - Review	Ian Boll / Paul Seckington / Denzil Turbevill
			Commence delivery of the Bicester Market Square	Q1 - Procure technical consultants for detailed design for Market Square Q2 - N/A Q3 - Complete detailed design phase Q4 - Market Square Planning granted and contract awarded	Ian Boll
			Implement the National Building Safety Levy.	Q1 - Preparation for implementation - detail TBC Q2 - Preparation & Trial Implementation Q3 - Implementation by October 2026 Q4 - Review and refine process	Ian Boll / David Peckford
	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.	Embed requirements from Renters Rights Bill into service delivery to improve the standards of households on low incomes	Q1 - Hold tenant and landlord liaison events and launch communications strategy for new legislation, specifically end of S.21 evictions Q2 - Review, update and draft new policies affected by new legislation Q3 - Confirm new resource requirements following receipt of grant funding Q4 - Complete a fine income benchmarking exercise, to understand potential budget implications in future years	Kristian Aspinall/Nicola Riley
			Oversight of Phase 2 of the Graven Hill development	Q1 - Commence 39 Dwellings HZ 4 ~ Phase 3a Q2 - Commence 27 Dwellings HZ 4 ~ Phase 3a and Target Planning permission Stage 2 Hybrid Q3 - Commence Infrastructure Stage 2 ~ Phase 1, Commence 34 Dwellings Stage 2 ~ Phase 1 and First Deliveries 39 Dwellings HZ 4 ~ Phase 3a Q4 - First Deliveries 27 Dwellings HZ 4 ~ Phase 3a	Stephen Hinds