

Appendix 1 - Annual Delivery Plan 2025-26 DRAFT

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	Milestones				PH	Lead	Contributors	Comments
				Q1	Q2	Q3	Q4				
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. Hold annual business forum. Hold annual Economic Forum (Feb) Hold annual Business Awards (Sept)	Agree delivery timescales for Market Square, Bicester. Agree Action Plan and Prioritisation for Kidlington. Agree Action Plan and prioritisation for Banbury. Agree Action Plan and prioritisation for Bicester.	Planning for 2025/26 Economic Forum (Feb) Full area business engagement through AOGs. Agree invitation list, location and marketing plan. Plan for workshops /break outs to understand barriers/challenges to investment opportunities	High Street Report. Experience Oxfordshire economic data report. Cherwell Business - landing webpage. Details on Economic Forum. Signposting to service providers and how we assist.	Hold the 2025/26 Business Economic Forum in order to explore investment opportunities and barriers/challenges to future investment	Cllr L McLean	Robert Jolley/Julia Harrington	Julia Harrington/Tracey Thomas/Tom Darlington/Andy Bowe	Ongoing engagement with AOG's.
		To promote sustainable economic prosperity through innovation, resilience, and strategic growth.	Continue the diversification of tenancies at Council owned commercial property including key public/third sector partners	Launch targeted campaign to further attract diverse tenants	Provide input to Cherwell Business landing webpage.	Annual voids report for all Council owned property	Secure two other non-retail-based key tenants	Cllr L McLean	Mona Walsh	Julia Harrington/Andy Bowe	Working in collaboration with the AOG's
	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 the Economic Centres	Finalise full Council asset list and agree categorisation and future plan for assets. Provide property input to Action Plan for Kidlington, Bicester and Banbury	Commence disposal/sale of agreed assets. Report on progress for PV and wind energy for Council owned property in conjunction with Climate Plan	Options appraisal for Castle Quay Bridge Street area site and agree next steps in collaboration with Banbury AOG Continue with disposal/sale of agreed assets	Finalise Council asset strategy including opportunities to realise regeneration using Council assets	Cllr L McLean	Mona Walsh	Julia Harrington/Andy Bowe	Working in collaboration with the AOG's
			Delivering the Year 4 programme of UK Shared Prosperity Funding, to focus on environmental pressures in our communities	Launch the 2025/26 UKSPF programme. Launch and distribute Parish and Town Council Toolkit to include flooding information	Promote the OCC flood warden scheme. Report on Oxfordshire Flood Task Force priorities. Agree flooding support	Report on area infrastructure gaps/needs (electricity, water, foul).	Complete delivery of the Year 4 programme of agreed UKSPF projects.	Cllr L McLean	Robert Jolley/Julia Harrington	Tracey Thomas	Further Milestones to be confirmed and added after Executive approval of the programme
	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.	Support the Marmot Place Partnership for Oxfordshire.	Launch Marmot Place Programme with partners	Consult on the Deprivation Remediation Programme for 2026	Work with system partners to assess progress against Partnership Plan	Cllr L McLean	Nicola Riley		
				Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Work with key partners to identify and agree key community issues for the partnership to consider in year.	Work with key partners to identify and agree community-based solutions. Review and re-launch the LSP accordingly.	Review and implement actions as appropriate from the Oxfordshire Adaptation Route map (OCC)	Cllr R Parkinson	Tim Hughes	Jo Miskin	
Develop parish council toolkit to empower communities				Work with parish councils to identify key components required to empower communities.	Review and report on Green and Blue Corridors across Cherwell	Launch parish toolkit	Cllr C Brant	Ian Boll	Nicola Riley David Peckford		
			Transfer existing community assets to community organisations to support collaboration and resilience	Identify potential assets for transferring to community orgs		Engage relevant Community orgs to gauge interest in transferring assets	Cllr L McLean	Mona Walsh	Nicola Riley	Q4 proposed milestone "Agree the assets to be transferred and the delivery plan" to be moved to Year 2	

			Strengthening community cohesion	Publish updated EDI General Duty Compliance Record, Develop and agree new Community Safety Partnership Strategy	Review EDI Inclusion Plan	Develop new EDI data dashboard	EDI Working Group Report published	Cllr C. Brant	Nicola Riley		
	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.	Meet with Parish councils where significant development is anticipated. Link with Area Oversight Groups		Gather impact data on changes to service delivery through Customer Satisfaction Survey	Confirm delivery of capital projects	Cllr R Pattenden	Nicola Riley	Julia Harrington	Improve insight by updating the StoryMap and overlaying data from LIFT to target services better
Environmental Stewardship	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	Analyse pathways from consultants and present to CLT.	Present implications of pathways to Executive and amend if required.	Develop new strategy based on pathways	CLT/Executive/Full Council to agree new strategy	Cllr T Beckett	Ed Potter/ Jo Miskin		
			Review procurement policies to reduce Scope 3 carbon emissions	Procurement/Legal/Climate Teams to examine opportunities to amend procurement policies.	Present options for new procurement to CLT/Executive.	Consult with existing supply chain on proposed procurement changes	Adopt new procurement policies	Cllr C Brant	Ed Potter/ Jo Miskin		
			Enhance understanding of CDC's use of off-setting, particularly nature-based solutions, to achieve net zero	Examine the level of residual emissions at net zero the role of nature-based solutions	Review costs and practicality of implementation	Present findings to CLT/Executive	Devise and implement plan for implementation	Cllr T Beckett	Ed Potter/ Jo Miskin		
			Progress decarbonisation of our fleet	TBA	TBA	Implementation of HVO fuel plan		Cllr I. Middleton	Ed Potter		
	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.	Modelling service delivery options		Agree new service delivery design	Implement new service	Cllr I Middleton	Ed Potter/ Ian Upstone		Simpler Recycling needs to be in place by 31.03.26
			Continue with progress for the provision of a modern and purpose depot facilities to support activity to minimise waste			Approval of outline business case. Submission of Planning Application.		Cllr I Middleton	Mona Walsh	Ed Potter	This is a joint project but Property act as the landlord & environmental services the tenant. MW made amends to timeline/programme. Final Business case to be added as Year 2 Q1 milestone
			Reduce waste and food insecurity through community initiatives to reuse and recycle.	Refresh promotion around district's Growing Spaces	Review delivery of Y2 actions of Food Action Plan for CDC		Establish a schools-food partnership	Cllr I Middleton	Nicola Riley		This project has a strong overlap with Simpler Recycling
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		Submit Local Plan for Examination				Cllr Conway	David Peckford	Chris Cherry	Further milestones depend on the timing and outcome of inspectorate examination
		Establish a new Programme for a Review of Conservation Area Appraisals	Confirm new three-year programme of Conservation Area reviews and appraisals			Complete year 1 of Conservation Area programme		Cllr Conway	David Peckford	Chris Cherry Nick Thomas	
		Monitor and manage housing land supply	Complete and implement Housing Delivery Action Plan	Implement Housing Delivery Action Plan	Implement Housing Delivery Action Plan	Implement Housing Delivery Action Plan	Cllr J Conway	David Peckford	Chris Cherry Paul Seckington Development Management Team Leaders Area Oversight Team		
		Reducing the percentage of 'major' planning application decisions overturned at appeal	Complete and implement Major Applications Action Plan	Implement Major Applications Action Plan	Implement Major Applications Action Plan	Implement Major Applications Action Plan	Cllr J Conway	David Peckford	Paul Seckington Development Management Team Leaders Internal & External Consultees		
		Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions.	Complete internal s106 process review	Implement actions from s106 process review	Implement actions from s106 process review	Implement actions from s106 process review	Cllr J Conway	David Peckford	Shiraz Sheikh Denzil Turbevill Paul Seckington Development Management Team Leaders Internal Consultees		

Quality housing and Place Making	the future		Deliver Planning Service Improvement	Establish performance improvement indicators, targets & resource needs	Define & implement improvements	Implement improvements	Implement improvements & review progress	Cllr J Conway	Ian Boll David Peckford	Paul Seckington Chris Cherry Development Management Team Leaders Internal and External Consultees		
			Introduce national Building Safety Levy	Preparation for introduction of the Building Safety Levy	Establish systems for the introduction of the Building Safety Levy	Introduce the Building Safety Levy	Monitor and Manage the operation of the Building Safety Levy	Cllr J Conway	David Peckford	Tony Brummell Michael Furness Joanne Kaye		
			Establish and progress with Partners the Area Oversight Groups for Banbury, Bicester and Kidlington	Implementation of Area Oversight Groups for Banbury, Bicester and Kidlington	Continue Business and Community outreach Identify and report on infrastructure delivery issues (water, electricity, foul, etc).			Cllr L McLean	Robert Jolley/Julia Harrington	Andy Bowe Tom Darlington		
	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	Commence delivery of new LAHF schemes and S106 scheme	Review procurement of temporary accommodation and nightly charged options		Yearly review of housing strategy action plan outcomes	Cllr N Cotter	Nicola Riley		
				Host a registered providers forum to improve tenant outcomes	Tenancy satisfaction survey of CDC tenants		Establish new monitoring framework for Resident Provider activity and performance and agree objectives and line up for forum	Hold registered providers forum	Cllr N Cotter	Nicola Riley		
				Ensure Graven Hill Village Development Company submits Planning Application for Phase 2 at Graven Hill (for completion of the site)	Ensure Graven Hill Village Development Company submits Planning Application for next phase of development at Graven Hill to LPA Arrange regular meetings between shareholders, development company, Chair and NEDS, to discuss ongoing strategy.				Cllr L McLean	Stephen Hinds		In collaboration with AOG's.