

**Appendix 3 - Annual Delivery Plan External 2026\_27**

| Priority                             | Goals                                                       | Aims                                                                                                                                                        | 2026/27 Actions                                                                                                                                                           | Quarterly Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Executive Director / AD Lead               |
|--------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>Long-term economic prosperity</b> | 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<br>Q2 - Stakeholder Engagement to support EP Strategy<br>Q3 - Complete the Economic Prosperity Strategy including Action Plan<br>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<br>Q2 - N/A<br>Q3 - Commence Construction for the new Community Centre, Sports Pitches and Pavilion<br>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<br>Q2 - Consider funding strategy<br>Q3 - Begin detailed planning if activity in Q1 and Q2 positive<br>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<br>Q2 - Seek further funding support for development of place narratives<br>Q3 - TBC<br>Q4 - TBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ian Boll / Tom Dobrashian / David Peckford |
|                                      | 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. | 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)<br>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<br>Q3 - Agreeing all other legal documentation with OCC in relation to Banbury Library.<br>Q4 - Scope planning application for repurposing of Lower Bridge Street. Work on site for Banbury Library commence. | Ian Boll / Mona Walsh                      |
|                                      |                                                             |                                                                                                                                                             | Continue to support the work of the Marmot Place Partnership for Oxfordshire                                                                                              | Q1 - Consider rural inequalities work outcomes<br>Q2 - Share Partnership updates with Members<br>Q3 - N/A<br>Q4 - Seek endorsement for 2027/2028 plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Kristian Aspinall                          |

| Priority             | Goals                                                   | Aims                                                                                                                                                      | 2026/27 Actions                                                                                                                                                                                                                                                                                 | Quarterly Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                        | Executive Director / AD Lead    |
|----------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 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<br>Q2 - N/A<br>Q3 - N/A<br>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.<br>Q2 - Commence delivery of the asset management approach, focusing first on the highest-priority assets.<br>Q3 - Continue delivery of the asset management approach, guided by the established asset-priority information.<br>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<br>Q2 - Deliver Audit to assess accessibility of services<br>Q3 - Review and develop improvement plan from audit<br>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<br>Q2 - Continue delivery in line with programme timeline<br>Q3 - Continue delivery in line with programme timeline<br>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<br>Q2 - Develop DCMS funded Action Plan for delivery<br>Q3 - Evaluate impact and review Mental Wellbeing programme<br>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<br>Q2 - Evaluate Community Insight Profile programme against IMD metrics<br>Q3 - Evaluate Community Insight profiles 3 year review and impact to show change in inequalities<br>Q4 - Develop Brighter Futures Annual Report                                                                                                                                                                          | Kristian Aspinall               |

| Priority                                     | Goals                                                                       | Aims                                                                                                                                                                                                      | 2026/27 Actions                                                                                                                                                                                | Quarterly Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Executive Director / AD Lead           |
|----------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| Environmental stewardship and climate action | 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.<br>Q2 – Review and assess the shortlisted assets for decarbonisation potential, and agree which schemes should be pursued in future funding rounds.<br>Q3 – When suitable funding schemes open—and assuming the assets meet the required grant criteria—submit priority assets for decarbonisation funding.<br>Q4- N/A | Ian Boll / Mona Walsh / Hitesh Mahawar |
|                                              |                                                                             |                                                                                                                                                                                                           | Continue with fleet decarbonisation, ultising electric vehicles where possible.                                                                                                                | Q1 - Review the introduction of HVO<br>Q2 - Review the vehicle replacement programme<br>Q3 - N/A<br>Q4 - N/A                                                                                                                                                                                                                                                                                                                                                         | Kristian Aspinall / Ed Potter          |
|                                              |                                                                             |                                                                                                                                                                                                           | Encourage the creation of biodiversity sites / habitat banks / carbon sequestiation, in line with local and national planning policy, engaging with developers and partners where appropriate. | Q1 - Initiating the Biodiversity and Climate Resilience Strategy<br>Q2 - TBC<br>Q3 - TBC<br>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<br>Q2 - Review the TEEP assessment for separate paper & cardboard<br>Q3 - Consider Capital impact<br>Q4 - N/A                                                                                                                                                                                                                                                                       | Kristian Aspinall/ Ed Potter           |

| Priority                         | Goals                                                                                                        | Aims                                                                                                                                                                           | 2026/27 Actions                                                                                                                                                              | Quarterly Milestones                                                                                                                                                                                                                                                                                                                                                                                             | Executive Director / AD Lead                   |
|----------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 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.<br>Q1 - Examination of the local plan.<br>Q2 - Examination of local plan<br>Q3 - Examination continues<br>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<br>Q2 - Commence 3 CAAs<br>Q3 - N/A<br>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<br>Q2 - Half year return on housing delivery<br>Q3 - N/A<br>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<br>Q2 - Create Practice Notes<br>Q3 - Implement Improvements<br>Q4 - Review                                                                                                                                                                                                                                                                                                     | Ian Boll / Paul Seckington / Denzil Turbervill |
|                                  |                                                                                                              |                                                                                                                                                                                | Commence delivery of the Bicester Market Square                                                                                                                              | Q1 - Procure technical consultants for detailed design for Market Square<br>Q2 - N/A<br>Q3 - Complete detailed design phase<br>Q4 - Market Square Planning granted and contract awarded                                                                                                                                                                                                                          | Ian Boll                                       |
|                                  |                                                                                                              |                                                                                                                                                                                | Implement the National Building Safety Levy.                                                                                                                                 | Q1 - Preparation for implementation - detail TBC<br>Q2 - Preparation & Trial Implementation<br>Q3 - Implementation by October 2026<br>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<br>Q2 - Review, update and draft new policies affected by new legislation<br>Q3 - Confirm new resource requirements following receipt of grant funding<br>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<br>Q2 - Commence 27 Dwellings HZ 4 ~ Phase 3a and Target Planning permission Stage 2 Hybrid<br>Q3 - Commence Infrastructure Stage 2 ~ Phase 1, Commence 34 Dwellings Stage 2 ~ Phase 1 and First Deliveries 39 Dwellings HZ 4 ~ Phase 3a<br>Q4 - First Deliveries 27 Dwellings HZ 4 ~ Phase 3a                                                                        | Stephen Hinds                                  |