

**Appendix 9 - 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	Quarter RAG	Comments	End of year RAG
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	Peter Sharp Ian Boll	Cllr L McLean	Q1	Agree delivery timescales for Market Square, Bicester. Agree action plans and priorities for Kidlington, Bicester and Banbury	Green	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).	Green
						Q2	Agree the plan for the 2025/26 Economic Forum Hold annual Business Awards (Sept)	Green	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	Yellow	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 focusing 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	Green	Successful Economic Forum held in February, over 70 attendees including businesses, and stakeholders. Looked at what LGR asks from businesses and wider business needs	
	Create vibrant economic centres and thriving rural villages	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	Green	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.	Green
						Q2	No milestone	Green	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	Green	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	Green		
	Create vibrant economic centres and thriving rural villages	To promote sustainable economic prosperity through innovation, resilience, and strategic growth.	Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Mona Walsh Peter Sharp 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.	Yellow	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.	Yellow
						Q2	No milestone	Green	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	Yellow	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.	Yellow	Options appraisal for two assets underway at Thorpe Place and Castle Quay. Other assets require further engagement with Climate and Biodiversity Team to ensure aligned with detail of the recently approved Climate ADP.	
	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.	Delivering the Year 4 programme of UK Shared Prosperity Funding, to focus on pressures in our communities	Peter Sharp Ian Boll	Cllr L McLean	Q1	Agree and Launch the 2025/26 UKSPF programme. Produce report on the outcomes achieved for 2024/25	Green	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).	Green
						Q2	Identify implications for Cherwell of Oxfordshire Flood Task Force priorities	Green	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	Green	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.	Yellow	Shared Prosperity programme extended to September nationally, allowing CDC to continue to fund projects into 26/27. Intend to review outputs/outcomes in Q2/Q3 26/27.	
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.	Support the Marmot Place Partnership for Oxfordshire.	Nicola Riley Kristian Aspinall	Cllr R Pattenden	Q1	Activity for this Action starts in Quarter 2	Green	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.	Yellow
						Q2	Launch Marmot Place Programme with partners	Yellow	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	Yellow	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	Green		

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 Kristian Aspinall	Cllr R Pattenden	Q1	No milestone	Activity for this Action starts in Quarter 2.
						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	
			Develop parish council toolkit to empower communities	David Peckford 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	A new Biodiversity and Climate Change Service has been established which will help manage local flooding issues in support of the Lead Local Flood Authority (OCC) and ensure alignment with climate resilience objectives. It will also manage the Council's Land Drainage Authority powers. A local flooding toolkit is in preparation following the workshop in Q2.
			Transfer existing community assets to community organisations to support collaboration and resilience	Mona Walsh Ian Boll	Cllr L McLean	Q1	No milestone	
						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						
	Strengthening community cohesion	Tim Hughes Kristian Aspinall	Cllr C Brant	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	Activities and actions to support the broader aims and objectives of CSP Plan have been established and these are being tracked and reported on periodically.		
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 Kristian Aspinall	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	Projects to be progressed in 2026/27 that are in the Capital/s106 funded programme include Graven Hill Community Centre and Sports Pitches, Whitelands 3G football pitch, North Oxfordshire Academy 3G football pitch and Hanwell Fields Mezzanine Floor project	
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	Michael Suddens Ian Boll	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 PflH (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	In quarter 3, the Climate Change Strategy was de-prioritised, and in preparation for the new financial year the Climate Team was asked to focus on producing a Climate Action Plan (CAP) for 2026-2027. The CAP 2026-2027 was completed and approved by the Executive on 7 April 2026.	

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.	Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Ed Potter Kristian Aspinall	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			
			Q4	No milestone					
			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		The new service has been implemented with great success, residents are very complimentary regarding the new service and we have collected 392 tonnes more of dry recycling compared to the same 3 month period last year with the vast majority of this being glass. We have also removed the glass bring banks under budget and on time.			
			Q1	No milestone		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. Task & Finish Depot group meets weekly to oversee development of the requirements and business case for the future depot. Planning permission for Gravenhill site to go to Planning Committee in June. Current technical spec being drawn up by AD Environmental Services for end of June.			
			Q4	No milestone					
			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		Partnership has been formalised and meetings and newsletters have been held and circulated.						
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								
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		The Inspectors' letter is awaited following the initial hearings in February.						
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		Bloxham – Updated and published. Grimsbury – Completed and going through approval process. Hanwell - Public consultation complete. Consultation responses being considered in completing the appraisal.						
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		Updating of the Housing Delivery Action Plan is in progress and will be informed by housing completions for 2025/26 which will be verified in Summer 2026.						

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.	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		Additional resource is now in place and supporting budget approved in February. Full implementation is to be overseen as part of the Council's Transformation Programme.
			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.
						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		Progressed by the Head of Development Management at regular liaison meetings with legal services. Now to be part of the Council's Transformation Programme.
	Deliver Planning Service Improvement	David Peckford Ian Boll	Cllr J Conway	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		Reports on implementation of the PAS recommendations were presented to the Overview & Scrutiny Committee on 24 March and to the Executive on 7 April 2026. Significant changes have been made in response to the recommendations of PAS and work is continuing alongside corporate transformation and service improvement. The Transformation Programme will ensure a consolidated approach including Digital Planning Improvement.		
	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 Kristian Aspinall	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		Temporary accommodation was a topic at overview and scrutiny in March and the review of the housing strategy actions has been completed.
Host a registered providers forum to improve tenant outcomes		Nicola Riley Kristian Aspinall	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		The next RP forum is planned for 15th April 2026		
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				