

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
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	Build a new community sports facility with outdoor provision at Graven Hill	Cllr L Smith	- Kristian Aspinall - Nicola Riley	Q1 - Develop Plans/Planning Permission for the Community Centre, Sports Pitches and Pavilion	▲	Programme has been delayed due to continuing discourse over the site layout and underlying ground conditions
					Q3 - Commence Construction for the new Community Centre, Sports Pitches and Pavilion	»»	
					Q4 - Monitor Progress	»»	
		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	Cllr L McLean	- Ian Boll - Peter Sharp	Q1 - Start Stakeholder Engagement to support the Visitor Economy & High Streets Strategy as part of wider Economic Prosperity work	★	Stakeholder engagement is on target - a workshop for CDC Members is being scheduled for 14 July.
					Q2 - Commission wider Economic Growth Plan to explore cluster potential and set long-term strategic vision for Cherwell economy	»»	
					Q3 - Complete the Visitor Economy & High Streets Strategy including Action Plan	»»	
					Q4 - Complete the Economic Growth Plan including Action Plan	»»	
	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	- Cllr L Smith - Cllr R Pattenden	- Kristian Aspinall - Nicola Riley	Q1 - Options appraisal report covering design, cost plan and procurement strategy	●	The report will be presented to the Executive team in September, although the options appraisal work was completed within Q1.
					Q2 - Consider funding strategy	»»	
					Q3 - Begin detailed planning if activity in Q1 and Q2 positive	»»	
		Make best use of council owned assets, including Bodicote House to promote innovation and strategic growth	Cllr R Pattenden	- Ian Boll - Mona Walsh	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)	●	Lower Bridge St - report for information considered at EMPB2 on 29 June, with agreement that an Exec report would be taken in Autumn 2026 when the options and feasibility reports have been further developed. Work continues on OCC Library, with much of the activity needed dependent on OCC and their programme.
					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	»»	
		Work with Oxfordshire Growth Commission to deliver economic development, infrastructure and housing growth	Cllr L McLean	- David Peckford - Ian Boll - Peter Sharp	Q1 - Complete technical review of delivery of LPPR sites	★	Stage 1 & 2 of the Kidlington Spatial Study is now complete. Awaiting date to present the reports to BPM. Stage 3 (commissioned directly by Homes England) underway.
					Q2 - Seek further funding support for development of place narratives	»»	
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	Cllr L Smith	- Kristian Aspinall - Nicola Riley	Q1 - Consider rural inequalities work outcomes	★	Target villages chosen and first stage of engagement work has been undertaken and report available in July
					Q2 - Share Partnership updates with Members	»»	
					Q4 - Seek endorsement for 2027/2028 plan	»»	

ADP 2026/27 - Priority - Community Leadership

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
Strengthen community collaboration and resilience	To work closely with communities and partners to foster shared solutions to building safe, resilient, and empowered communities	Identify barriers to accessing council services and agree an improvement plan	Cllr I Middleton	- Kristian Aspinall - Nicola Riley	Q1 - Develop Audit for accessing services	★	Audit survey has been designed and sent out to services to respond to. Data is back and currently being reviewed.
					Q2 - Deliver Audit to assess accessibility of services	»	
					Q3 - Review and develop improvement plan from audit	»	
					Q4 - Deliver and review improvement plan	»	
		Improve customer experience and reduce contact volumes by making information easily accessible and enabling effective self-service wherever possible	Cllr L McLean	- Ann Slavin - Stephen Hinds	Q1 - Commence delivery of Single Front Door Programme of work	★	The Outline Business Case for the Single Front Door Programme was approved in April 2026. The Full Business Case has since been developed and endorsed by the Transformation and Change Board and Corporate Leadership Team in June 2026. Formal approval is sought from the Executive on 13th July 2026.
					Q2 - Continue delivery in line with programme timeline	»	
					Q3 - Continue delivery in line with programme timeline	»	
					Q4 - Continue delivery in line with programme timeline	»	
		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	Cllr D Hingley	- Michael Furness - Stephen Hinds	Q1 - Ensure the automation is applied to bills for 2026/27	★	
		To agree a strategic asset management policy that will promote innovation and best use of our resources	Cllr R Pattenden	- Ian Boll - Mona Walsh	Q1 - Agree and approve the asset management approach, and establish a clear prioritisation order for all assets	●	The information is available but needs to be collated into the appropriate format.
					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	»	
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	Cllr L Smith	- Kristian Aspinall - Nicola Riley	Q1 - Launch mental wellbeing report and deliver action plan	★	20 schools will be part of a new mental health programme from September
					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	»	
		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	Cllr L Smith	- Kristian Aspinall - Nicola Riley	Q1 - Deliver Community Insight Profile grant programme	★	New grant programmes launched and live in this quarter
					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	»	

ADP 2026/27 - Priority - Environmental stewardship and climate action

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
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	Continue with fleet decarbonisation, utilising electric vehicles where possible	Cllr A Russell	- Ed Potter - Kristian Aspinall	Q1 - Review the introduction of HVO	★	Due to problems in Middle East the price of HVO went very high. It was decided to wait until prices came down. The first order of HVO - 20k litres goes in to our Highfield Depot 1st July 26.
		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.	Cllr I Middleton	- Ian Boll - Michael Suddens	Q1 - Initiating the Biodiversity and Climate Resilience Strategy	●	We've initiated work and progressing on developing Biodiversity Action Plan.
		Establish a new programme of asset decarbonisation projects, using Public Sector Decarbonisation Scheme funding	Cllr I Middleton	- Ian Boll - Michael Suddens - Mona Walsh	Q1 - Identify and explore available funding opportunities, and develop a schedule of assets that are suitable candidates for decarbonisation	★	Three funding opportunities have been identified and actively promoted through council newsletters to community groups and parish councils, including school-based climate grants, community nature funding, and local nature recovery grants, supporting awareness and uptake ahead of upcoming application windows. The need to develop a schedule of assets suitable for decarbonisation has been identified and agreed with the relevant service area following initial scoping.
					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	»	
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 reuse 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	Cllr A Russell	- Ed Potter - Kristian Aspinall	Q1 - Review the introduction of kerbside glass & the removal of bring bank sites	★	Glass was introduced at Kerbside in January and banks were removed before the end of March.
					Q2 - Review the TEEP assessment for separate paper & cardboard	»	
					Q3 - Consider Capital impact	»	

ADP 2026/27 - Priority - Quality housing and place making

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
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	Cllr C Brant	- David Peckford - Ian Boll	Q1 - Examination of the local plan	▲	The Planning Inspectorate oversees the timetable for the Examination. The Inspectors' letter, following initial hearings in February, has not yet been received.
					Q2 - Examination of local plan	»»	
					Q3 - Examination continues	»»	
					Q4 - Estimated Plan Adoption	»»	
		Commence delivery of the Bicester Market Square	Cllr L McLean	Ian Boll	Q1 - Commence concept validation phase and surveys + updated cost plan	★	The validation phase has commenced, with technical surveys and investigations under way. Work is progressing to confirm the scheme's deliverability, constraints and updated cost plan ahead of the next decision stage.
					Q3 - Complete preliminary design stage	»»	
					Q4 - Complete detailed design stage and secure planning permission	»»	
				- Ian Boll - Peter Sharp	Q2 - Complete validation phase and subject to decision gateway, procure consultants for preliminary design	»»	
		Continue with implementation of housing delivery in accordance with housing delivery action plan	Cllr C Brant	- David Peckford - Ian Boll - Paul Seckington	Q1 - Continue working with the Atlas/Homes England Team in Bicester to support housing delivery	★	Work is ongoing with ATLAS. A new funding agreement for 26/27 is awaited - expected in mid July
					Q2 - Half year return on housing delivery	»»	
					Q4 - Full Year Return on Housing Delivery & Annual Monitoring Report to Executive	»»	
		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	Cllr C Brant	- David Peckford - Ian Boll	Q2 - Commence 3 CAAs	»»	
					Q4 - Complete 3 CAAs	»»	
		Implement 'section 106' process improvements	Cllr C Brant	- Denzil Turberville - Ian Boll - Paul Seckington	Q1 - Finalise the S106 templates	★	Significant progress has taken place, planning officers and legal are reviewing draft documents with plan to implement by Autumn 2026
					Q2 - Create Practice Notes	»»	
					Q3 - Implement Improvements	»»	
					Q4 - Review	»»	
		Implement the National Building Safety Levy	Cllr C Brant	- David Peckford - Ian Boll	Q1 - Preparation for implementation	★	The project team is meeting regularly. Software has been procured and is in the process of installation. Corporate project management support is in place.
					Q2 - Preparation & Trial Implementation	»»	
					Q3 - Implementation by October 2026	»»	
					Q4 - Review and refine process	»»	
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	Cllr I Middleton	- Kristian Aspinall - Nicola Riley - Richard Smith	Q1 - Hold tenant and landlord liaison events and launch communications strategy for new legislation, specifically end of S.21 evictions	★	Tenancy Relations Drop-in service expanded from 1 day per month in Castle Quay to offering an in-person drop-in advice service for landlords and tenants available once every week at different locations across the district Banbury Castle Quay and Sunrise Centre, Bicester Library, Kidlington WISH. Information on updated tenant rights included on video screens at entrance to CQ offices. Regular social media comms sent out in lead-up to Renters' Rights Act implementation. Website updated with RRA information for landlords and tenants. Update on Renters' Rights provided to Registered Providers during forum on 30/04/2026. Private rented sector Landlords Forum delivered 02/04/2026 with over 30 attendees.
					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	»»	
		Oversight of Phase 2 of the Graven Hill development	Cllr D Hingley	Stephen Hinds	Q1 - Commence 39 Dwellings HZ 4 ~ Phase 3a	★	Commenced delivery of 39 dwellings, and already commences the delivery of Q2 27
					Q2 - Commence 27 Dwellings HZ 4 ~ Phase 3a and Target Planning permission Stage 2 Hybrid	»»	

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
					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	»»	