

## Appendix 4 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing</b>	<b>CBP1.1.1 Banbury and Kidlington Masterplans adopted as Supplementary Planning Documents</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Complete										
<b>CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing</b>	<b>CBP1.1.2 Prepare draft Local Plan Part 2 and review of Local Plan Part 1</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<b>1) What has happened?</b> New LDS has been agreed at Executive on 3rd April 2017. Partial Review Draft Plan (reg 19) has been delayed to Executive on 22 May 2017										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<b>1) What has happened?</b> The application 14/02121/OUT has now been considered by the planning committee and it has a resolution to grant planning permission. In total there is now 5200 homes with resolutions to grant planning permission and work continues on the completion of legal agreements.										
<b>3) What actions are we taking?</b> Regular meetings are underway to progress the completion of legal agreements to enable planning permissions to be issued.										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.2 Northwest Bicester: Delivery of the Eco - Bicester business centre</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Work continues to develop the design and cost plan for the eco business centre. A planning application has been submitted and is due to be considered by the planning committee in June 2017.										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	➡
<b>1) What has happened?</b> WORK CONTINUES, 3 OF THE SELF BUILD HOMES ARE AT ROOF LEVEL AND THE REMAINING 7 ARE AT FOUNDATION STAGE. OCCUPATIONS ON SITE FROM SUMMER 2017. POSITIVE ENGAGEMENT WITH PRODUCTION COMPANY WITH PROGRAMME DUE TO AIR SPRING 2018 AT THE END OF THE FINAL SELF BUILD.										
<b>2) Why has it happened?</b> Progressing in line with project timelines										
<b>3) What actions are we taking?</b> Continuing negotiations and communications										
<b>4) When will we see improvement?</b> On track within project timelines										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
<b>1) What has happened?</b> SITE SECURED IN PIONEER SQUARE AND IS CURRENTLY BEING FITTED OUT FOR COMPLETION W/C 2ND MAY.										
<b>2) Why has it happened?</b> Premises secured and fit out in progress										
<b>3) What actions are we taking?</b> Plan to open W/C 2nd May										
<b>4) When will we see improvement?</b>										



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<b>CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.</b>	<b>growth, skills &amp; employment in local companies &amp; visitor economy</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Throughout 2016-17, the results of the 'development pipeline' actively supported by CDC were seen to have created many hundreds of jobs on business parks, notably in Banbury.</p> <p>The Council's Banbury Town Centre Vitality programme completed its third year, contributing to a reduction of the number of vacant retail units from 54 to 35. In Bicester, 15 small retail businesses received expert mentoring and training over 6 months to develop their products and services, with advice also being provided to establish an independent traders association.</p> <p>Following a request from businesses, CDC's economic growth service commissioned a study to examine the feasibility of creating a Business Improvement District (BID) in central Banbury. 74% of businesses supported this which in February 2017 led CDC to commission the preparation of a business plan to be consulted upon during the spring/summer 2017, leading to a ballot in October. Meanwhile, a Shadow BID Board has been created and public meetings held to enable all town centre businesses to get involved.</p> <p>The tourism or 'visitor economy' sector in Cherwell is worth over £378m per annum and supports over 6,700 jobs. CDC has become an ambassador member of Experience Oxfordshire to ensure that local businesses have access to expert advice and opportunities to develop their businesses. CDC also invests in the visitor information centres in Banbury and Bicester with the aim of spreading the benefits of tourism throughout the district.</p>										
<b>CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.</b>	<b>CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for inward investment</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Around 240 detailed business enquiries have been responded to during 2016-17, along with other assistance being provided such as referrals, information, advice, guidance and contacts.</p> <p>Leadership and daily support and liaison provided through the Cherwell Investment Partnership has ensured that business enquiries from existing businesses and inward investors have been effectively handled in partnership with commercial estate agents and other partners supporting local business growth.</p>										
<b>CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.</b>	<b>CBP1.4.3 Produce marketing material to promote commercial and industrial business sites to the area</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Strategic Sites Guide published to promote the largest commercial sites across the district.</p> <p>www.cherwell-m40.co.uk website maintained to ensure investing businesses have access to research and data necessary to develop their business plans. On-line property search tool provides a portal to link to commercial agents.</p> <p>Finalisation of the Cherwell Guide and Business Directory provides a significant opportunity for 2017-18.</p> <p><b>1) What has happened?</b> Strategic Sites Guide published to promote the largest commercial sites across the district.</p> <p>www.cherwell-m40.co.uk website maintained to ensure investing businesses have access to research and data necessary to develop their business plans. On-line property search tool provides a portal to link to commercial agents.</p> <p>Finalisation of the Cherwell Guide and Business Directory provides a significant opportunity for 2017-18.</p>										
<b>CBP1.5 - Deliver High Quality Regulatory Services</b>	<b>CBP1.5.1 Develop a whole council approach to supporting businesses</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> Our unique Regulators Forum brings together all regulatory service managers and provides an opportunity for services to work together; share learning and improve our</p>										

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services.Approximately 75% of our regulatory staff and legal representatives have now undertaken a bespoke regulatory skills qualification which will support our Operational Excellence Strategy and establish baseline competency; The final Organisational Awareness Day took place in February and feedback indicates that staff knowledge of business services was increased as a result of attending the event; just under 70% of attendees felt that it made them think about how we could operate in a more commercial way. Over 300 staff have attended the events. Our Regulatory Services teams ran a single point of contact project which demonstrated the benefits of working with businesses and providing signposting to businesses. We continue as members of the SEMLEP Better Business for All programme and are currently developing a website through SEMLEP providing and signposting to regulatory advice for businesses. The new shared Public Protection Team was implemented in 17-18 and the new structure has been developed to maximize support and advice to businesses and to add value to business interactions.										
<b>CBP1.5 - Deliver High Quality Regulatory Services</b>	<b>CBP1.5.2 Work proactively with developers to aid delivery of new commercial projects</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> A Development Management team approach continues to be adopted to facilitate the delivery of new commercial development. The use of Planning Performance Agreements (PPAs) has provided certainty to the developer in terms of the provision of pre-application advice and the timely consideration of future planning applications. The use of PPAs also allows the Council to generate additional income to deliver against the agreed timeframe.  Agent and Developer Forums are being progressed to further development the relationship between Development Management and agents to ensure that the service delivery meets their expectations. A programme of Business Process Re-engineering (BPR) is continuing and is helping to ensure that Development Management is working efficiently and effectively, ensuring the delivery of timely decisions.										

## Appendix 4 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP2.1 - Provide High Quality Recycling &amp; Waste Services, Helping Residents Recycle</b>	<b>CBP2.1.1 Achieve 55% recycling rate</b>	Monthly	55.00	54.02	●	✔	55.00	54.93	●	✘
<b>1) What has happened?</b> Final figure to be confirmed by DEFRA in May 2017 but expecting to be slightly above target based on the years performance										
<b>CBP2.1 - Provide High Quality Recycling &amp; Waste Services, Helping Residents Recycle</b>	<b>CBP2.1.4 Maintain Customer satisfaction with recycling and waste service (=&gt;80%)</b>	Annual	80.00	82.00	★	✘	80.00	82.00	★	✘
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1 Maintain customer satisfaction with street cleansing</b>	Annual	?	Delivering to plan	★	➡	?	Delivering to plan	★	➡
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1a Undertake 6 neighbourhood blitzes with community involvement</b>	Quarterly	3	6	★	✔	6	12	★	✔
<b>Blitz Events scheduled this quarter</b> Southwold, Bicester 23th to 27th January 2017 Calthorpe & Easington 20th to 24th February 2017 Langford Village, Bicester 20th to 24th March 2017										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1b Number of flytips</b>	Monthly	61	55	★	✘	563	539	★	✔
<b>1) What has happened?</b> A drop of 75 fly tips for 16/17										

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<b>5) Excellent Performance</b>										
We will continue to investigate the fly tips and take appropriate action where the evidence supports it.										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1c Number of Enforcement actions</b>	Monthly	11	8	▲	✖	244	222	●	✖
<b>1) What has happened?</b>										
Whilst there has been a small increase in the number of fly tips, there has not been the evidence to support some form of enforcement/formal action to be taken.										
<b>2) Why has it happened?</b>										
Lack of evidence contained within the fly tips.										
<b>3) What actions are we taking?</b>										
We will continue to visit as many fly tips as possible										
<b>4) When will we see improvement?</b>										
It is difficult to predict any improvement because if the evidence is not there we are not able to take any actions.										
<b>CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area</b>	<b>CBP2.3.1 To develop an alternative CCTV operational system for our Urban centres</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b>										
Thorpe Lane and Bodicote House CCTV systems have been upgraded this quarter.										
<b>CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area</b>	<b>CBP2.3.1a Continue working with local police &amp; licence holders to ensure town centres remain safe</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b>										
Public Space Protection Order (PSPO) working in partnership, with Thames Valley Police to remove the anti social begging, rough sleeping and street drinkers from the town centre environment. This has been positively received by traders and residents with many commenting how much safer the town centre feels.										
<b>CBP2.4 - Reduce our carbon footprint and protect the natural environment</b>	<b>CBP2.4.1 Deliver the Council's Biodiversity Action Plan</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b>										
Satisfactory year-end reports on the work of all biodiversity delivery partners.										
<b>CBP2.4 - Reduce our carbon footprint and protect the natural environment</b>	<b>CBP2.4.2 Implement a new carbon management plan from 2015-2020</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	✔
<b>1) What has happened?</b>										
Results from 2016/17 will not be available until June 17 when the end of year greenhouse gas report is complete by NEF. Previous quarters are on track.										

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<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.1 Deliver at least 190 units of affordable housing</b>	Monthly	23	20	▲	✔	190	297	★	✖
<b>1) What has happened?</b>										
The delivery of affordable units annual figure has exceeded the target of 190 affordable homes with 297 new affordable homes delivered in Cherwell at the end of March 2017. This has been through positive working with Registered Providers, delivery by the Build programme and negotiating successfully with developers to secure the Council's policy requirements. This work will be continuing in the next financial year, increasing investment into the district as well as providing affordable housing to meet the needs of those on Cherwell's Housing Register.										
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private</b>	<b>CBP3.1.1b Deliver 100 self-build housing projects as part of HCA</b>	Monthly			◀◀	◀◀			◀◀	◀◀

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<b>Sector Landlords</b>	<b>funded grants programme</b>										
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.2 Promote the establishment of an off-site construction factory in Bicester</b>	Quarterly	Delivering to plan	No longer relevant		▲	→	Delivering to plan	No longer relevant	▲	✘
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.3 Encourage private sector landlords to improve their stock through grants action &amp; advice</b>	Quarterly	Delivering to plan	Delivering to plan		★	→	Delivering to plan	Delivering to plan	★	→
<b>1) What has happened?</b>											
<p>1. 8 private rented homes were improved by means of CHEEP (energy-efficiency grants) during Quarter 4, making a total of 12 for the year as a whole. Interest in these grants has declined in recent years although we received a number of enquiries about them in the last quarter and expect more applications in the coming year prior the introduction of minimum energy-performance for private-rented accommodation in April 2018. The continued availability of CHEEP grants demonstrates our preparedness to help and support landlords and it is particularly valuable to be able to show that in cases where we ultimately have to enforce.</p> <p>2. 3 private-rented properties were renovated by means of Landlord Home Improvement Grants in Quarter 4, making a total of 5 for the whole year, at a total cost to the Council of £34k. LHIGs are provided in return for nomination-rights and rents set at affordable levels. Fewer landlords have shown interest in these grants than in previous years, which is almost certainly a reflection of the growing difference between market rents and Local Housing Allowance rent levels. We have however approved a further 4 grants that we expect to conclude in the next quarter.</p> <p>3. We have provided advice and information on a range of property and tenancy issues to 27 landlords, 10 Agents and 4 prospective landlords in Quarter 4. An increasing trend is for landlords and agents to contact us about the requirements associated with the setting-up of new houses in multiple-occupation.</p>											
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.4 Ensure the provision of extra care housing</b>	Quarterly	Delivering to plan	Delivering to plan		★	→	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b>											
<p>Over the past quarter there has not been any additional affordable extra care housing delivered, however negotiations and discussions have been progressed on schemes that will add to the pipeline of new older persons housing being delivered over the next few years, including a scheme on the new Bloor site west of Bretch Hill and retirement living units at South West Bicester.</p> <p>Bromford are continuing to develop their extra care scheme in the centre of Banbury, which is scheduled to be complete in Autumn 2018 providing 78 new apartments for rent, shared ownership and sale, while the Council is continuing to negotiate on a number of different sites across the district to secure additional extra care housing as well as retirement living accommodation including several schemes in Bicester which will deliver affordable housing as well as offering private accommodation. There is also a retirement living scheme in the west of Banbury which will be started in the summer delivering 51 apartments for those over 55 years old with Sanctuary Housing being the provider. There are currently a healthy programme of over 200 new extra care or retirement living units in the pipeline over the next 5 years.</p>											
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.1 Commissioning of high quality financial and debt advice for vulnerable residents</b>	Quarterly	Delivering to plan	Delivering to plan		★	→	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b>											
<p>A new Debt and Money contract has successfully been procured this year and is due to start on 1st of April for two years. Cherwell has an option to extend the contract for an additional year at the end of the initial term if it wishes to continue with this new arrangement.</p> <p>The contract has been awarded to Citizens Advice North Oxfordshire and South Northants and includes additional service requirements on top of those provided in the previous contract and includes providing Personal Budgeting support for claimants of Universal Credit and promotion of Credit Union affordable loans and savings opportunities.</p>											
<b>CBP3.2 - Work with partners to</b>	<b>CBP3.2.2 Effective implementation of welfare</b>		Delivering	Delivering				Delivering	Delivering		

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<b>support financial inclusion</b>	<b>reform and administration of benefits</b>	Quarterly	to plan	to plan	★	➡	to plan	to plan	★	➡
<p><b>1) What has happened?</b> Cherwell District will be going live with a full service for all new claims to Universal Credit from October 2017. To prepare residents and stakeholders for this change a project team has been established working very closely with DWP Job Centre Plus team. Work streams including digital inclusion and budgeting advice and there are plans to offer forums to customers and stakeholders.</p> <p><b>5) Excellent Performance</b> Performance is good and the project for Universal Credit is on track for successful implementation</p>										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2a Average time taken to process new Housing Benefit claims</b>	Monthly	14.00	12.12	★ <sup>#</sup>	✔	14.00	13.80	★	✖
<p><b>1) What has happened?</b> New claims have been processed on average in 12.12 days in March. Over the year, new claims have been processed on average in 13.8 days against a target of 14 days.</p> <p><b>5) Excellent Performance</b> The team continue to process new claims quickly, providing a good service to our customers.</p>										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2b Average time taken to process change in circumstances</b>	Monthly	12.00	2.62	★ <sup>#</sup>	✔	12.00	4.18	★ <sup>#</sup>	✖
<p><b>1) What has happened?</b> The average time to process changes in circumstances in March was 2.62 days, which is excellent. The year to date average was 4.18 days against a target of 12 days.</p> <p><b>5) Excellent Performance</b> The team continue to process change in circumstances quickly, providing a good service to our customers.</p>										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2c Average time taken to process new claims and changes for HB</b>	Monthly	12.00	2.83	★ <sup>#</sup>	✔	12.00	4.68	★ <sup>#</sup>	✔
<p><b>1) What has happened?</b> The average time taken to process new claims and changes remains excellent at 2.83 days in March and 4.68 days against a target of 12 days for the year.</p> <p><b>5) Excellent Performance</b> The team work hard to process new claims and changes in a timely manner and continue to provide a good service to our customers.</p>										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.3 Number of covert surveillance exercises that have been applied for</b>	Quarterly	0	0	★	➡	0	0	★	?
<p><b>1) What has happened?</b> There were no covert surveillances requested during the quarter.</p>										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.4 Support skills development/apprenticeships/job clubs to keep unemployment at low level</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> Now in their 8th year, Cherwell Job Clubs and Fairs have proven themselves to be extremely popular with job seekers and employers alike. During 2016-17, 1,089 local residents attended the events alongside approximately 100 employers and their agents.</p> <p>The Banbury Job Fair on 2 March 2017 alone attracted 165 people seeking work or a change of career and feedback has been excellent. For the first time, Cherwell has a stand at the Milton Keynes Job Fair, drawing interest for Cherwell's employers from 202 job seekers over the weekend event in January.</p> <p>For Manor F1, proactive assistance was provided to management and to employees facing redundancy.</p> <p>Information on the new Apprenticeship Levy was provided to local employers in the Council's e-newsletter to businesses, with referrals being made to Oxfordshire Apprenticeships service.</p>										

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Work has commenced with SEMLEP on a survey of Cherwell's businesses which is expected to reveal any skills gaps and assistance required by local enterprises, along with other practical matters that the economic growth team can address.										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1 Deliver the actions identified within the revised Homelessness prevention strategy</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> The Homeless Action plan identified 31 actions to be delivered throughout the year. 26 of these are green and have been delivered or being delivered on target. 5 actions are currently amber but have had restrictions in being able to be delivered due to external forces and changes to priorities that have taken place across the year. Officers have been heavily involved in designing the new Oxfordshire Homeless Pathway as a result of Oxfordshire County Council withdrawing funding for Hostel beds across the county. A plan has been agreed for the next three years which includes a final contribution from Oxfordshire County Council and new financial contributions by the district councils. Cherwell's financial contribution is approved and will ensure that Cherwell residents will have access to 11 complex needs beds providing 24 hour support based in Oxford and 13 lower support beds based within the Cherwell District to provide progression and move-on beds. This is a total of 24 beds across Oxford and Cherwell to assist us meet the new duties we will be facing to meet needs of single homeless clients. This is excellent progress as previously there were no beds for this group based in Cherwell.										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1a Number of households living in Temporary Accommodation (TA)</b>	Monthly	41	43	●	✖	41	43	●	✖
<b>1) What has happened?</b> We have exceeded the target of 41 households in TA by 2 units at the end of the month. The current total is 43 <b>2) Why has it happened?</b> There has been an increase in demand for TA at the same time as options to assist people to move on quickly to settled accommodation are also becoming less available due to the increasingly challenging housing environment in the District which is reducing the amount of truly affordable housing options available to them. <b>3) What actions are we taking?</b> Due to increasing demand we have now 44 commissioned units of temporary housing to try to ensure that the costs for Temporary accommodation are kept within reasonable levels. The rise in local house prices coupled with the changes in income for those claiming welfare benefits are increasing pressure on low income households to maintain accommodation. We are therefore seeing a rise in the number of cases approaching in emergency situations that are previously unknown to us and are in situations which are becoming increasingly harder to prevent. This is resulting in higher numbers needing to be placed in TA. We also rely very much on new developments of affordable housing across the District to enable accepted cases to move on to settled accommodation and as the comments show in March 2017 there was less delivery although throughout the year the affordable housing target has been achieved. In view of the changing environment and also because of the new Homeless reduction Bill duties the Council may face there will be a full review of existing service delivery to inform a new Homelessness Strategy to be developed during 2017. <b>4) When will we see improvement?</b> Staff will continue to work very hard to prevent homelessness whenever possible but there are range of factors they rely on to maintain performance - early identification of cases, continued delivery of new affordable housing, alternative housing options for those with complex housing histories etc. to meet the needs and income levels of the families that require accommodation options. Placements in temporary accommodation remain a statutory function of the Council which must be provided when a duty arises and can therefore be unpredictable. Cherwell officers will continue to monitor the situation closely.										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1b Housing Advice: repeat homelessness cases</b>	Quarterly	0	0	★	➡	0	0	★	➡
<b>1) What has happened?</b> We have had no repeat homeless cases as defined by DCLG P1E reporting guidance. This reflects the dedicated work of the Housing Needs Team to ensure offers made to clients resolve their housing issues in the long term.										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.1 Support CPN with financial, clinical &amp; technological changes in health &amp; social care sector</b>	Quarterly	Delivering to plan	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> The Council continues to support the CPN in its consideration of local changes in the health and social care sector. This is particularly relevant since January when the OCCG commenced a										



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formal consultation to change and downgrade many services at the Horton General Hospital. Due to significant public concerns, the Council has submitted a robust response to the consultation process and has filed for a judicial review of its flawed and inadequate nature.										
<b>5) Excellent Performance</b>										
A good outcome from the process would be for a single rather than split consultation process to be undertaken and proper consideration to be given to alternative service models to agree a viable alternative Horton General Hospital obstetric model as proposed by the Council as part of a new and positive vision for the hospital.										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.2 Enable the development of volunteer transport schemes to support vulnerable residents</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b>										
A new grant aid arrangement has been entered into with Citizens Advice that promotes the development of the volunteer driver market and allows smaller schemes to receive some financial aid. This sustains the services to older and vulnerable residents.										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.3 With partners help improve lives of most vulnerable from Brighter Futures initiative</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b>										
Ongoing multi agency activity. Workshop events held to add focus to key issues eg child poverty, educational attainment and readiness for the workplace.										
<b>3) What actions are we taking?</b>										
Multi agency meetings supported by email reminders. Annual report process to collate previous activity and to provide focus for future activity.										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities</b>	Monthly	135,347	149,621	★	⬆️	1,539,121	1,557,970	★	⬆️
<b>1) What has happened?</b>										
Usage figures for the 3 main leisure centres have reduced very slightly against last year however only by a total of 3,000. This has been more than made up for as visitors to Cooper Sports Facility, North Oxfordshire Academy and Woodgreen Leisure Centre have increased by circa 22,000 against the previous year (this gives an overall increase of circa 19,000)										
<b>5) Excellent Performance</b>										
No further comments at this stage										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1a Number of visits/usage to District Leisure Centres</b>	Monthly	121,811	131,758	★	⬆️	1,391,964	1,388,764	🟡	🔴
<b>1) What has happened?</b>										
All 3 Leisure Centres within the District demonstrated an improvement on throughput against the same period last year. Spiceball up circa 2,000, Bicester up circa 5,000 and Kidlington up circa 4,000. The overall year end figure showed an overall deficit on last year by only 3,000 however the encouraging figures for March 2017 suggest an improved position could be achieved for 2017/18										
<b>2) Why has it happened?</b>										
Through the year there have been some minor peaks and troughs in throughput however there hasn't been anything of a concerning nature that would require urgent remedials										
<b>3) What actions are we taking?</b>										
No further action at this stage as the deficit in throughput on the previous year is marginal.										
<b>4) When will we see improvement?</b>										
Based on the improved performance of March 2017 against previous March 2016 there is a suggestion that improvement is already taking place and that this is positive in terms of any 2017/18 target										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1b Number of visits/usage to WGLC, NOA and Cooper</b>	Monthly	13,536	17,863	★	⬆️	147,157	169,206	★	⬆️
<b>1) What has happened?</b>										
Number of visits at WGLC, NOA and Cooper Sports Facility have increased significantly this year and has contributed to the overall position of leisure facilities. The re-development of Woodgreen in also starting to take a positive step in terms of throughput										
<b>5) Excellent Performance</b>										

## Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
No further comments at this stage										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.2 Complete Phase 2 pavilion works for SW Bicester Sports Village</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> Start delayed due to planning condition late sign off. Very wet ground conditions delayed progress during the winter months.</p> <p><b>2) Why has it happened?</b> Poor drainage over whole site due to muddy ground conditions.</p> <p><b>3) What actions are we taking?</b> Build contractor alter works phasing to bring some works elements forward and created a temporary drainage solution.</p> <p><b>4) When will we see improvement?</b> Works programme currently 4 weeks behind but this is now being caught up with on site progress good.</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.3 Increase access to leisure &amp; recreation opportunities through development &amp; outreach work</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> Significant project work I has been undertaken through a pilot social prescribing scheme, a singing for health project and taking pArt; a participative and creative programme designed to encourage and enable groups to take up more interesting and creative arts led projects. Older residents have been able to participate in a dance group and a rusty musicians project, an intergenerational project to build community cohesion in Banbury. In Bicester the programme 'Towards tomorrows vision' developed with Oxfordshire Youth arts Partnership has provided opportunities for young people to develop their own practice as well as socially sustainability</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.4 Commence the improvement of Woodgreen Leisure Centre and a long term operating contract</b>	Quarterly	Delivering to plan	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> Operator Contract Award September 2016 start date. New dry side facilities Service Availability Date delayed but facility opened 4 February 2017.</p> <p><b>5) Excellent Performance</b> Operator contract working very well and new facilities seeing an increase in membership levels immediately.</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.5 Deliver with the aid of external funding the redevelopment of The Hill in Banbury</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> The funding targets set by the project board have been met. £450k has been raised in addition to the CDC contribution agreed by members.</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.6 Establish new management arrangements for Stratfield Brake Sports Ground for Kidlington PC</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> Tender documents issued, 3 bids received, currently in evaluation period.</p>										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.1 Implement social &amp; community infrastructure for housing developments across the District</b>	Quarterly	Delivering to plan	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b></p>										

## Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
Buildings still not started, but relevant consents now in place. New community development worker will improve community cohesion.										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.2 Support the voluntary sector and community groups</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Significant support given to community associations in running their buildings and ad hoc advice and support to community associations on a variety of topics from fundraising, safeguarding and business planning.										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.3 Support the growth &amp; development of neighbourhood community associations</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> Development work has been taking place to develop nascent community associations at Kingsmere in Bicester and Longford Park in Banbury. A new Community Development Partner post, funded through S106 monies, has been recruited to and the post holder will begin their part-time role in April 2017.										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.4 Increase and promote volunteering opportunities throughout the District.</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> A new grant aid arrangement has been entered into with Citizens Advice to develop volunteering opportunities. the focus in the last quarter has been on encouraging volunteer drivers and return to work opportunities.										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.5 Support the Local Strategic Partnership in addressing the key issues in the District</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> LSP Board continues to meet four times per year. January meeting considered health inequalities and the STP consultation.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.1 Continue programme of Conservation Reviews (5pa)</b>	Quarterly	3	5	★ <sup>#</sup>	📈	5	6	★ <sup>#</sup>	📈
<b>1) What has happened?</b> Conservation Areas completed in line with agreed timetable										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.2 Provide design guidance on major developments</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Design and masterplanning advice on major and strategic development schemes has been provided to Development Management colleagues. Critical schemes such as Town Centre schemes and masterplans continue to be given priority.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.3 Processing of major applications within 13 weeks</b>	Monthly	60.00	85.71	★ <sup>#</sup>	📉	60.00	91.76	★ <sup>#</sup>	📉
<b>1) What has happened?</b> A performance figure of 86% was achieved in March. <b>5) Excellent Performance</b> Performance on Major applications remains consistently high and 86% far exceeds the target for major applications. This is assisted by the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.4 Processing of minor applications within 8 weeks</b>	Monthly	65.00	92.00	★ <sup>#</sup>	📈	65.00	89.39	★ <sup>#</sup>	📈
<b>1) What has happened?</b> Performance in March was 92%. <b>5) Excellent Performance</b> Performance for March shows improvement on the previous month and is significantly above the national target of 65%.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.5 Processing of other applications within 8 weeks</b>	Monthly	80.00	90.10	★ <sup>#</sup>	📉	80.00	94.43	★ <sup>#</sup>	📈

## Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p><b>1) What has happened?</b> Performance in March was 90%.</p> <p><b>5) Excellent Performance</b> Performance on Other applications remains high and continues to far exceed the 80% target.</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.6 Planning appeals allowed</b>	Monthly	30.00	33.33	▲	✖	30.00	28.26	★	✔
<p><b>1) What has happened?</b> Six appeal decisions were made during March, two of which were allowed.</p> <p><b>2) Why has it happened?</b> This measure is volatile due to the small number of appeals and because of this we have slightly exceeded the 30% target. The year to date figure is within target at 28%</p> <p><b>3) What actions are we taking?</b> N/A</p> <p><b>4) When will we see improvement?</b> We expect performance to be within target again next month.</p>										
<b>CBP3.8 - Work To Ensure Rural Areas Are Connected To Local Services.</b>	<b>CBP3.8.1 Work with BT/BDUK &amp; Oxfordshire County Council to extend Superfast Broadband District wide</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>From March 2016 to Dec 2016, 25 additional cabinets in Cherwell district were connected. This has meant that 1,932 business and residential premises have been enabled to receive superfast broadband speeds (Over 24mbps). This number is expected to reach 3,069 by Dec 2017. CDC is investing £545,000 to support OCC in phase two of the programme, bringing significant match-funding from BDUK, BT and SEMLEP.</p> <p>Meanwhile, the BDUK Better Basic Broadband Scheme continues to assist those premises that have less than 2mbs download speed and no prospect of being included within the BDUK or other provider schemes. In Cherwell, 25 applications have been approved (up to 6 April 2017).</p> <p>The Oxfordshire programme is benefitting from 'Gainshare' as a result of considerable take-up of Superfast Broadband where it is available. This investment is allowing the roll-out programme to be re-drawn and extended. Options for the final 3-5% of premises are being sought.</p> <p><b>2) Why has it happened?</b> .</p>										

## Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.1 Review key business processes to enhance performance, reduce cost &amp; designed for customers</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> A number of savings have been made as identified in the reports to senior managers, JCC and the IT Transition Board.</p> <p>Further work is required to improve underlying processes.</p> <p><b>2) Why has it happened?</b> The delay in achieving strategy sign off has had an impact on related work.</p> <p><b>3) What actions are we taking?</b> A number of improvements have been made to incident management, business liaison and project management.</p> <p><b>4) When will we see improvement?</b> Further improvements are being identified and will accelerate throughout 2017.</p>										
<b>CBP4.1 - Reduce the cost of providing our services through</b>	<b>CBP4.1.2 Increase the number of services that can be accessed</b>	Quarterly	Delivering	Delivering	★	✔	Delivering	Delivering	★	?

## Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>partnerships</b>	<b>and paid for online.</b>		to plan	to plan			to plan	to plan		
<p><b>1) What has happened?</b> The websites project has made good progress and is on track for new sites to go live in September 2017.</p> <p>The new online bookings system project has also made good progress.</p> <p>2017/18 Quarter 1 Launch new online bookings system 2017/18 Quarter 1 Launch Online Bookings for Banbury market stallholders</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.3 Deliver the Information communications Technology Strategy.</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> The IT strategy is expected to complete the full democratic process and signed off in early April 2017. This is 6 months behind schedule.</p> <p><b>2) Why has it happened?</b> The delay has been due to the democratic process taking longer than expected.</p> <p><b>3) What actions are we taking?</b> Will complete process early in April.</p> <p>Work has been progressed where possible in parallel with this process.</p> <p><b>4) When will we see improvement?</b> We now have a plan to deliver significant elements of the transformation programme by January 2018.</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.4 Maximise income coming into the authority to include NHB/NNDR/CTax/ external funding.</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> Work is on-going to maximise all income coming in to the authority. A further 1296 new properties have become subject to council tax in 2016-2017 which means additional income from council tax as well as New Homes Bonus. We are continuing to implement and deliver strategies for NNDR. The Rateable Value for the Council has been fairly constant this quarter, this is a variable we have little control over although we seek to mitigate this by having efficient processes in place to identify and monitor growth. We are still waiting for four significant assessments to come into the Rating List, but we have achieved our 'target' for retained business rates.</p> <p>With regard to external funding we have trialled the Grantfinder application, but have had limited success in departments securing funding which is becoming more scarce due to the economic climate.</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.5 Establish appropriate commercial arrangements.</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> Commercial arrangements for the delivery of the TECKAL and the sister trading company are advancing to plan. Recruitment to the new service is underway with a go-live date planned for April 2017.</p> <p><b>5) Excellent Performance</b> The Procurement Team has been successful in attracting additional external funding to undertake a review of procurement and develop e new more commercial procurement strategy.</p>										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1 Continue to increase use of social media to communicate with residents &amp; local businesses</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> Social media continues to develop with all releases and messages being included.</p>										

## Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
Continued development throughout 2017/18										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)</b>	Quarterly	12,000	9,263		▲	12,000	9,263	▲	▼
<p><b>1) What has happened?</b> Communications with residents via various channels, press release, website, social media and council publications continues to increase. Social media activity for a variety of campaigns ongoing.</p> <p><b>2) Why has it happened?</b> Campaigns such as LGR plus regular planning notices/news have increased traffic through website and social media.</p> <p><b>3) What actions are we taking?</b> Continue to ensure that all the campaigns and news releases are made available via our social media/website to increase residents' awareness.</p> <p><b>4) When will we see improvement?</b> Due to the recruitment of the digital content editor, there has been a noticeable improvement in engagements of social media by the public. Inbound enquiries and proactive press releases continue to increase. We expect to see an increase in activity in 2017/18. The original target was not based on any previous data; now that we have the data, targets will be reviewed in April.</p>										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1b Social media ratings : Twitter (9000 Hits)</b>	Quarterly	9,000	6,669		▲	9,000	6,669	▲	▼
<p><b>1) What has happened?</b> We are continuing to promote our social media presence and put out messages three times per day. Organic growth, although growing, has slowed and we are therefore more reliant on paid for posts to increase engagement.</p> <p><b>2) Why has it happened?</b> Organic growth of twitter has decreased</p> <p><b>3) What actions are we taking?</b> No action is required as measures to mitigate would involve cost and a decision was made not to do this but reduce figure downwards in next financial year</p> <p><b>4) When will we see improvement?</b> The figure will be re-profiled in next financial year. The original target was not based on any previous data; now that we have the data, targets will be reviewed in April.</p>										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.3 Continue to develop our business focused communications</b>	Quarterly	Delivering to plan	Delivering to plan		★	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> Developing business relationships e.g. with Graven Hill partners, and continue to promote council services, both to businesses and residents. Expect this to develop and continue further in 2017/18.</p>										
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.1 Deliver annual balanced budget setting out 5 year financial plan (MTFS)</b>	Annual	Delivering to plan	Delivering to plan		★	Delivering to plan	Delivering to plan	★	➡
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.1a Budget variance on capital within 2%</b>	Annual	Delivering to plan	Delivering to plan		●	Delivering to plan	Delivering to plan	●	➡
<p><b>1) What has happened?</b> Budget variance on Capital was within 2% at Period 11, the outturn position for the year should be finalised shortly.</p>										
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.1b Budget variance on revenue within 2%</b>	Annual	Delivering to plan	Delivering to plan		●	Delivering to plan	Delivering to plan	●	➡
<p><b>1) What has happened?</b> Budget variance on Revenue was within 2% at Period 11, the outturn position for the year should be finalised shortly.</p>										
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.2 Deliver the savings targets £500k within the agreed</b>	Annual	Delivering to plan	Delivering to plan		★	Delivering to plan	Delivering to plan	★	➡

## Appendix 4 - All Measures

## Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
	<b>timescales</b>									
<b>1) What has happened?</b> Annual staffing savings identified from the implementation of Joint Working Business cases are running at £468,250 for CDC , additionally procurement savings in excess of £700,000 have been shared between CDC and SNC (as at Q3 2016/17).										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.1 CDC Council Tax element frozen for 16/17</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Council Tax was frozen for 2016/17 and has now been frozen for 2017/18										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.2 Percentage of Council Tax collected</b>	Monthly	98.25	98.35	★	👍	98.25	98.35	★	👎
<b>1) What has happened?</b> Collection rates are 0.10% above target of 98.25%. <b>5) Excellent Performance</b> excellent performance considering the changes the team have been through in 216/17										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.3 Percentage of business rates collected</b>	Monthly	98.50	98.89	★	👍	98.50	98.89	★	👎
<b>1) What has happened?</b> Collection rates have exceeded target again this year. <b>5) Excellent Performance</b> excellent performance for the team taking into account the changes to the team in 2016/17										