

Appendix 3 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP1.1 - Manage the growth of the district	CBP1.1.1 Meeting key dates for the proposed submission of Local Plan Part 2	Monthly	Delivering to plan	Slightly behind schedule			Delivering to plan	Slightly behind schedule		
<p>1) What has happened? Local Plan part 2 has been delayed whilst attention focuses on the Cherwell Local Plan Partial Review</p> <p>2) Why has it happened? This will remain the case for a number of months.</p>										
CBP1.1 - Manage the growth of the district	CBP1.1.3 Engaging with all neighbouring councils under the duty to co-operate	Quarterly	Delivering to plan	Delivering to plan			Delivering to plan	Delivering to plan		
CBP1.1 - Manage the growth of the district	CBP1.1.4 Preparation of neighbourhood plans to timetables set in regulations	Quarterly	100 %	100 %			100 %	100 %		
<p>5) Performance on Green or Green * All deadlines have been met for Adderbury and Mid Cherwell Neighbourhood Plans.</p>										
CBP1.2 -Deliver the growth plans for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Monthly	Delivering to plan	Slightly behind schedule			Delivering to plan	Slightly behind schedule		
<p>1) What has happened? Work is continuing on the negotiation of legal agreements for the applications at NW Bicester</p> <p>2) Why has it happened? The legal agreements for the NW Bicester site are complex given the large scale nature of the development, it is therefore important that agreements are right for both the Council and Developers and therefore it takes time to ensure details are negotiated and drafted correctly.</p> <p>3) What actions are we taking? Work is continuing to progress the agreements as quickly as possible.</p> <p>4) When will we see improvement? Agreements are anticipated during 2018.</p>										
CBP1.2 -Deliver the growth plans for Bicester	CBP1.2.2 Northwest Bicester: Delivery of the Eco - Bicester business centre	Monthly	Delivering to plan	Delivering to plan			Delivering to plan	Delivering to plan		
<p>5) Performance on Green or Green * Eco Business Centre is currently under construction and progressing to programme.</p>										
CBP1.2 -Deliver the growth plans for Bicester	CBP1.2.3 Adoption of the Masterplan document to assist revitalisation of Bicester town centre	Monthly	Delivering to plan	Slightly behind schedule			Delivering to plan	Slightly behind schedule		
<p>1) What has happened? Draft plan is being developed and programme for consultation.</p> <p>2) Why has it happened? The masterplan needs to fit within the wider planning policy framework for the town and therefore it has been necessary to review the emerging document and programme to ensure that they are compatible.</p> <p>3) What actions are we taking? A revised programme for consultation is being produced.</p> <p>4) When will we see improvement?</p>										

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Revised programme in place by end of month.										
CBP1.2 - Deliver the growth plans for Bicester	CBP1.2.4 Marketing Bicester's employment and investment opportunities	Monthly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP1.2 - Deliver the growth plans for Bicester	CBP1.2.5 Delivering, in partnership, the Healthy New Town programme for Bicester	Monthly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.1 Bolton Road Consult with local businesses and develop preferred option for redevelopment	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.2 Take steps to develop a Masterplan of Canalside in Banbury Town Centre for redevelopment	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
5) Performance on Green or Green *										
Development of the Supplementary Planning Document is underway.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	Delivering to plan	Delivering to plan	★	👍	Delivering to plan	Delivering to plan	★	👍
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3b Attend FM Meetings, improve financial reporting & review investment opportunities	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	👍
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.4 Support The Mill as the primary town centre arts provision in its development activities	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.5 Completing 2nd stage assessment of the Business Improvement District (BID) for Banbury	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.1 Support business growth, skills & employment in local companies & visitor economy	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.1a Number of business who have received advice	Monthly	10	37	★	👍	10	34	★	?
CBP1.4 - Promote Inward Investment And Support Business Growth Within The	CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡

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District	inward investment									
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.3 Ensure that available land and premises for business are promoted locally and nationally	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.5 Unemployment rate and take up of Job Clubs/Job Fairs by companies	Monthly	0.60 %	0.50 %	★	⬇️	0.60 %	0.50 %	★	?
5) Performance on Green or Green * Very low unemployment is maintained - measured by work related benefit claimants.										
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.1 A review of the planning pre-application process	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.2 Carrying out a survey and establishing baseline satisfaction with services	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP1.5 - Develop and implement a 'One Council' offer of support to local businesses	CBP1.5.3 Developing an action plan for improvement of regulatory services	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP1.6 - Consider steps to support the visitor economy and the wellbeing of town centres	CBP1.6.1 Implement the action plan with key attraction and town centres to promote the district	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡

Appendix 3 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.1 Achieve 56% recycling rate	Monthly	56.00 %	57.87 %	★	⬆️	56.00 %	59.62 %	★	⬇️
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.2 Residual household waste per household	Monthly	3.65 %	3.61 %	★	⬇️	3.61 %	3.54 %	★	?
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1a Undertake neighbourhood blitzes with community involvement	Quarterly	0	1	★	➡	0	2	★	⬇️
1) What has happened? We have undertaken the Kidlington Neighbourhood Blitz which ran from 18th until 22nd September. The event proved to be very popular with the residents. Street Cleansing collected a record 130 prebooked bulky household waste requests. The total amount of weight of waste collected was in excess of 20 tonnes throughout the week.										
CBP2.2 - Provide High Quality Street Cleansing Services, And	CBP2.2.1c % of Successful Flytip actions following	Monthly	40.00 %	42.86 %	★	⬇️	40.00 %	60.73 %	★	⬇️

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Tackle Environmental Crime	investigation									
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.1 Maintain CCTV in all urban areas	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.2 Reducing the number of anti-social behaviour incidents in our town centres	Quarterly	300	169	★	✖	600	330	★	?
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.3 Carrying out operations & initiatives in accordance with the joint CDC /TVP night-safe plan	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.4 Reducing incidents of drunkenness, begging and rough sleeping in the Banbury PSPO area	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green *										
The PSPO seems to be working as the number of reported begging and rough sleeping complaints has reduced. Drinking in the Town has reduced and offenders are complying when requested to stop.										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.5 Embedding new Taxi Policy incl. safeguarding awareness training for licensed taxi drivers	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
5) Performance on Green or Green *										
The new taxi policy has now been place for 10 months. During this period mandatory safeguarding training has been required. Approximately 500 drivers out of 600 have now undergone the training.										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.6 Responding to incidents / complaints regarding licensed premises	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.7 Undertaking routine food/health and safety inspections as per programme.	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.1 Deliver the Council's Biodiversity Action Plan	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.3 Implementing agreed action plans including the promotion of cycling and walking	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.4 Reviewing progress of the actions in the Air Quality Action Plans with partner agencies	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?

Appendix 3 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1 Deliver at least 190 Units of affordable housing	Quarterly	17.00	138.00	★	✔	33.00	206.00	★	?
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.2 Monitor no.of additional affordable housing units delivered on new developments	Quarterly	Delivering to plan	Ahead of schedule	★	✔	Delivering to plan	Ahead of schedule	★	?
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.3 Create 10 units of accommodation for nomination by the council	Quarterly	2	5	★	✔	4	5	★	?
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.1 Monitoring of contract for high quality financial & debt advice for vulnerable residents	Quarterly	Delivering to plan	Ahead of schedule	★	✔	Delivering to plan	Ahead of schedule	★	✔
5) Performance on Green or Green * The contract for Debt and Money advice has an annual target of supporting 5000 residents and is broken down to 1250 per quarter. Figures provided by Citizens Advice for Quarter 2 show that 1434 people living within the Cherwell District were supported in the last 3 months. Nearly 3000 have been supported in the first 6 months, 20% ahead of target.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2 Effective implementation of welfare reform and administration of benefits	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP3.2 - Work with partners to support financial inclusion	⊕ CBP3.2.2a Average time taken to process new Housing Benefit claims	Monthly	22.00	34.27	▲	✔	22.00	29.69	▲	✖
1) What has happened? In June 2017 a system conversion was undertaken for CDC which saw all the Revenues and Benefits data move from Northgate to Academy software system. The situation is improving week on week and the average time taken to assess a new claim has reduced from 38.06 days in August to 34 days in September.										
CBP3.2 - Work with partners to support financial inclusion	⊕ CBP3.2.2b Average time taken to process change in circumstances	Monthly	8.00	12.56	▲	✔	8.00	11.12	▲	✖
1) What has happened? As above, the system conversion means that we are dealing with a backlog, and this is reducing every week.										
3) What actions are we taking? A team of officers has been established to focus on the assessment of changes.										
CBP3.2 - Work with partners to support financial inclusion	⊕ CBP3.2.2c Average time taken to process new claims and changes for HB	Monthly	10.00	14.44	▲	✔	10.00	12.22	▲	✖
1) What has happened? As above but we are near to clearing the backlog										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1 Deliver the actions identified within the revised Homelessness prevention strategy	Monthly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡

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CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	41	38	★	↓	41	38	★	↓
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1b Housing Advice: repeat homelessness cases	Monthly	0	0	★	→	0	0	★	→
5) Performance on Green or Green *										
CDC have had no repeat homeless cases as we ensure the offers we make to discharge duties are robust and successful.										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.2 Prevent people from becoming homeless through use of Housing Advice Service	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	?
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.3 10 CHEEP grants allotted to private sector landlords	Quarterly	1	2	★	↓	2	2	★	?
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.2 Work with partners to provide the widest level of health care at the Horton Hospital	Quarterly	Delivering to plan	Delivering to plan	★	↓	Delivering to plan	Delivering to plan	★	→
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.3 With partners help improve lives of most vulnerable from Brighter Futures initiative	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	→
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.4 Get commitment from five local businesses to work towards Workplace Wellbeing accreditation	Quarterly	Delivering to plan	Very behind schedule	▲	↓	Delivering to plan	Very behind schedule	▲	?
1) What has happened?										
The council has been working towards a national set of indicators in order to deliver this. Unfortunately, the national programme has been put on hold, meaning that our delivery is also on hold. We are waiting for the green light from Public Health England to resume.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1 Maintain a minimum usage level of visits to CDC Leisure facilities	Monthly	129,000...	123,813...	★	↓	774,000...	780,427...	★	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of Visits/Usage to District Leisure Centres	Monthly	11,000.00	111,171...	★	?	66,000.00	596,186...	★	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1b Number of visit to Cooper, NOA and WGLC	Monthly	11,000.00	12,642.00	★	?	66,000.00	66,913.00	★	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.2 Undertake feasibility studies for new indoor leisure facilities in Banbury and	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	?

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	Bicester									
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.3 Complete work on Whitelands Farm Sports Ground outdoor sports pitches	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.4 Establish sports pitch and facilities strategies for the district	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.5 Commence, with the aid of external funding the redevelopment of the Hill in Banbury	Quarterly	Delivering to plan	Slightly behind schedule	●	✅	Delivering to plan	Slightly behind schedule	●	❌
<p>1) What has happened? The project has been delayed as additional CDC funding of £200,000 had to approved by BPM, Executive and Council before the invitation to tender could be issued. This has also been delayed by TSH architects failing to provide the tender documents by the 2nd October as agreed. Progress is now being made following approval by CDC to fund the works. Tenders are currently being sought for the contract of works.</p>										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.2 Put in place partner organisation with commissioning arrangements to promote volunteering	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.3 Support the growth & development of neighbourhood community associations	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.5 Support the Local Strategic Partnership in addressing the key issues in the District	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP3.7 - Protect Our Built Heritage	CBP3.7.1 Continue programme of Conservation Reviews (5pa)	Quarterly	0	0	★	➡	0	0	★	➡
CBP3.7 - Protect Our Built Heritage	CBP3.7.2 Respond to consultations from Development Management with design guidance	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP3.7 - Protect Our Built Heritage	CBP3.7.3 Processing of major applications within 13 weeks	Monthly	50.00 %	100.00 %	★	➡	50.00 %	87.18 %	★	❌
CBP3.7 - Protect Our Built Heritage	CBP3.7.4 Processing of non-major applications within 8 weeks	Monthly	65.00 %	91.73 %	★	❌	65.00 %	92.28 %	★	❌
CBP3.7 - Protect Our Built Heritage	CBP3.7.6 Major Planning appeals allowed	Monthly	10.00 %	0.00 %	★	➡	10.00 %	5.13 %	★	✅

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5) Performance on Green or Green * Performance in September was 0%. Performance for September was good and was significantly below the national threshold of 10%.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.7 Non Major Planning appeals allowed	Monthly	10.00	0.00	★	➡	10.00	0.88	★	?
CBP3.8 - Work To Ensure Rural Areas Are Connected To Local Services.	CBP3.8.1 Work with BT/BDUK & Oxfordshire County Council to extend Superfast Broadband District wide	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡

Appendix 3 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Peri...	vs last peri...	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.2 Implement the shared corporate IT strategy including a new council website	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.3 Percentage of Council Tax collected, increasing Council Tax Base	Monthly	59.00 %	51.81 %	▲	✔	59.00 %	51.81 %	▲	✘
1) What has happened? Due to the system conversion from Northgate to Academy, it has not been possible to undertake all the recovery runs as anticipated. We expect that this will be rectified after November.										
4) When will we see improvement? October - November 2017										
CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.4 Percentage of business rates collected, increasing NNDR Base.	Monthly	57.00 %	55.99 %	●	✔	57.00 %	55.99 %	●	✘
1) What has happened? Due to the system conversion from Northgate to Academy, it has not been possible to undertake all the recovery runs as anticipated. We expect that this will be rectified after November.										
4) When will we see improvement? October - November 2017										
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)	Monthly	4,000	9,699	★	✔	24,000	57,203	★	✔
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Monthly	3,000	6,899	★	✔	18,000	40,803	★	✔
5) Performance on Green or Green * Twitter continues to offer an excellent platform to engage end users of our services.										
CBP4.2 - Communicate										

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effectively with local residents & businesses, access to services online	CBP4.2.2 Making five more services available online	Quarterly	Delivering to plan	Delivering to plan	★	📈	Delivering to plan	Delivering to plan	★	?
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.3 Reducing face to face contact time	Quarterly	Delivering to plan	Delivering to plan	★	📈	Delivering to plan	Delivering to plan	★	?
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.2 Delivering a jointly owned company (with SNC) for Revenues and Benefits services	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.3 Undertaking feasibility studies for the delivery of new commercial services and projects	Quarterly	Delivering to plan	Slightly behind schedule	🟡	➡	Delivering to plan	Slightly behind schedule	🟡	?
1) What has happened? Progress has been made in relation to the Bicester Eco-Innovation Centre which is now in construction phase and the business incubator at Franklins House with fit out due to be completed in November.										
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.4 Implementing the actions set out in the new Asset Management Strategy	Quarterly	Delivering to plan	Delivering to plan	★	📈	Delivering to plan	Delivering to plan	★	?
CBP4.5 - Ensure effective governance arrangements are in place for all council owned companies	CBP4.5.2 Include full legal implications in member reports on establishment of companies/entities	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP4.5 - Ensure effective governance arrangements are in place for all council owned companies	CBP4.5.3 Incorporating each approved company entity in accordance with project plan timescale	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?