




Appendix 2 – Monthly Performance Report

November 2019

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.1 High Quality Waste & Recycling	Cllr D Sames	Ed Potter Graeme Kane	Neighbourhood blitz in Langford Village successfully delivered	Successful delivery of Christmas collections with the only changes being due to collections falling on Christmas Day & New Year's Day	★	Neighbourhood blitz in Langford Village - many recycling information packs delivered and bins re-stickered with recycling information	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Graeme Kane	Neighbourhood blitz event successfully completed in late November	Christmas cover in place for the service with Street Cleansing operations in place throughout the festive period.	★	Street Cleansing service performing well on dealing with leaf fall across the district	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Graeme Kane Richard Webb	Assessments of fly tipping hot spots continue. Multi-agency rural crime awareness events were supported by the Environmental Enforcement team.	Investigations and Clean-ups of fly tips will continue through the month along with actions to ensure the removal of abandoned vehicles. Targeted work to reduce fly tipping at known hot spot areas will be undertaken.	★	Multi-agency rural crime awareness events were undertaken in October. Cherwell teams supported these events along with the Police and trading standards. The annual review of the Police and Local Authority protocol for responding to unauthorized encampments was held. The protocol is considered to be working well and supporting all parties to manage unauthorized encampments.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Graeme Kane Richard Webb	Discussions are continuing with the County Council Public Health Team on which options will be progressed for further joint working around air quality issues.	To continue to assess the air quality impacts of all new development proposals through the planning process. The outcome of the recent bids to the Department of Environment, Food and Rural Affairs is awaited.	★	Air quality monitoring continued at 42 locations across the district. In October bids were submitted to the Department of Environment, Food and Rural Affairs for air quality improvement works. The outcome of these bids has not yet been received.	★
CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Graeme Kane Richard Webb	The Executive agreed to renew the Public Spaces Protection Order for Banbury Town Centre with the removal on the restriction on rough sleeping. Rural crime awareness events took place and were supported by the Police and trading standards. The community wardens attended fireworks events in Banbury to support the events.	The Cherwell Community Safety Partnership will be meeting in early December. The Partnership's plan is being reviewed ready for 2020/21. The Public Spaces Protection Order renewal will be completed through publishing the revised order and updating all the town centre signs.	★	The community safety team continues to work with partners to prevent crime and reduce antisocial behavior. At this time of the year the team prioritise attending seasonal events such as the Banbury Christmas light switch on and fireworks display. The community wardens are also working with the Police and licensing team to promote safe nights out in advance of Christmas.	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC1.1.6 Protect the Built Heritage</p>	<p>Clr C Clarke</p>	<p>David Peckford Simon Furlong</p>	<p>The public exhibition for the Ardley Conservation Area appraisal is being held on 3 December.</p>	<p>The next milestone is completing reports for the sign-off of Conservation Area Appraisals produced over the past year.</p>	<p align="center">●</p>	<p>A Conservation Area Appraisal for Ardley is currently being consulted upon and a public exhibition is being held on 3 December. Draft conservation area appraisals are being prepared for Bloxham and Grimsbury (in Banbury) with the intention of public consultation in the new year. The acting Planning Policy, Conservation and Design Manager is working closely with the Conservation and Design Team to finalise other conservation area appraisals that have been the subject of consultation, but which require Lead Member approval. The team is also working on Heritage Guidance notes while continuing to provide advice on built heritage matters for the consideration of planning applications. There is a significant amount of work to meet service objectives by the end of March (amber rating).</p>	<p align="center">●</p>

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.1 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Graeme Kane Nicola Riley	Satisfactory review of half year report from Community First Oxfordshire for providing community infrastructure services. Reviewed targets and reporting format for Community Connect social prescribing.	Develop action plan to attain Defence Employer Recognition Scheme Silver award for Cherwell DC. Assess and co- ordinate responses to British Telecom phone box removal proposals.	★	Defence Employer Recognition Scheme encourages employers to support defence communities and inspire others to do the same. British Telecom proposes removal of 13 phone boxes around the district. CDC is a statutory consultee and must sub-consult affected communities.	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Graeme Kane Nicola Riley	Completion of Spa replacement at Bicester Leisure Centre.	Height restriction barriers to be supplied and installed to Whitelands Farm Sports Ground week commencing 16th December.	★	Works during November have included the reopening of the new Spa at Bicester Leisure Centre and the installation of a new Sauna at Spiceball Leisure Centre. Planned works in December include the supply and installation of a new Height Restriction Barrier at Whitelands Farm Sports Ground.	★
CDC2.1.3 Support the Voluntary Sector	Cllr A McHugh	Graeme Kane Nicola Riley	Parish Liaison meeting held on 13 November# Cherwell Lottery 'Good Cause' partners increased to 72. Annualised income remains stable at £30,000 Winter Warmer Connecting Communities event delivered on 4th November - Upper Heyford Winter Warmer Connecting Communities event delivered on 5th November - Horton View. Cherwell Volunteer Awards evening delivered on 12th November Cherwell Seniors Forum delivered on 28th November Cherwell Seniors consultation launched in the District.	Quarterly edition of Community Links newsletter prepared. Age Friendly Banbury pop up consultation event - 12th December Winter Wishes Brighter Futures consultation event - 18th December Cherwell Young People, Play & Wellbeing partnership - 9th January	★	Cherwell Volunteer Awards – The evening celebrated volunteering in the district inviting 80 volunteers to celebrate their achievements. Categories include, Young volunteer of the year, voluntary organization of the year, volunteer of the year, good neighbor and lifetime achievement. Winter Warmer Connecting Communities event – Community Development, Community Safety & Wellbeing partners working together to take information out into the community to prepare residents for winter. Winter Wishes consultation event – to engage with residents in our Brighter Future wards to capture their wishes and aspirations for 2020. The event provides fun activities for all ages to engage residents and allow us to consult with them in an informal way, developing an action plan for the whole community and stake holders to work towards in the new year with positive outcomes. Cherwell Seniors Forum – 45 senior groups and organisations attended to hear from keynote speakers under the themes of Social Prescribing, community safety, the Mill arts & cultural offer and OCVA (Oxfordshire Community & Voluntary Action) supporting groups with funding for the future. A new senior's consultation was launched at the event for the whole district to look at priorities our residents have in regard to activity, advice and support needed to lead an independent life.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.4 Enhanced Community Resilience	Cllr A McHugh	Graeme Kane Richard Webb	The improvements identified from the test of the district emergency control room have all been completed. Community resilience information was provided at community events including in Kidlington and Caversfield. A multi-agency response was provided to the flooding alerts in Cherwell and to monitor river levels during the recent high rainfall.	We are progressing with the annual review and refresh of service level business continuity plans. This should be complete by the end of December. Flood risk maps are being reviewed to ensure any further high rainfall will not disrupt election plans. Cherwell staff who have volunteered to assist in the event of an incident are being added to the county council's volunteers programme to ensure they have regular training and support.	★	We have met with the county council and agreed that we will adopt a shared approach to recruiting and supporting volunteers who may assist in our response to any emergency incidents that arise. This will ensure our volunteers have support and training. A single volunteers list is now being created. The heavy rain in November resulted in some localized flooding. Along with our partners we responded to flooding alerts in Wendlebury, Adderbury & Bloxham. Community Resilience Information was provided on a stall at the Kidlington Christmas lights turn-on. Sanctuary Housing have agreed to provide In Case of Emergency bottles and Priority Service Register leaflets to all their residents. These assist in ensuring we identify people in our communities that may need additional help in the event of an emergency incident.	★
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Graeme Kane	The annual Rough Sleeper estimate was carried out in November in Cherwell and across Oxfordshire district council. The 2018 figure was 11 rough sleepers. The figure for this year will be reported along with figures for the county early in the New Year when all information has been checked and verified.	We have secured funding from the Government's Cold Weather Fund to provide 5 additional rooms from December to the end of March in Cherwell. We also have access to severe weather accommodation in Oxford so that no one should have to sleep out in the district in freezing or severe weather conditions. Three units of accommodation are now in place under our Housing First initiative. A tender has been put out to secure complex needs beds in Cherwell to make sure we can meet the needs of more single people locally. We are also re-commissioning the Outreach Services in Cherwell to ensure effective interventions are in place going forward to support single people affected by street homelessness.	★	Going into the Winter period the Housing Team have worked in partnership with the other Oxfordshire Districts to ensure we have robust procedures and provision in place to help our most vulnerable clients in severe weather. Additional beds will be opened if the weather is below zero in Oxford City for 1 night.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Graeme Kane Nicola Riley	<p>Performance on the time taken to assess both new claims and change events for Housing Benefit continues to be very good and better than target so continuing to offer support to some of our most vulnerable customers.</p> <p>We continue to award Discretionary Housing payments to help those people who have a short fall in their rent and so helping to protect their tenancies. Members of Executive have also agreed a new income banded scheme for Council Tax Reduction which will be simpler for residents.</p>	<p>Overview and scrutiny committee will receive the annual safeguarding self-assessment. approval will enable submission to Oxfordshire Safeguarding boards.</p> <p>Safeguarding Officer interviews planned for 18th December A report on the new Council Tax Reduction Scheme is due to be received by Council on 16th December and if approved will be effective from 1st April 2020.</p>	★	Partnership working has strengthened with Oxfordshire County Council to support the recruitment of a Safeguarding officer for Cherwell District Council with a formal link to the adult social care safeguarding team to deepen resilience and professional oversight. This continues to be on track and the team are always seeking further service improvements including automation of claims.	★
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Adele Taylor Belinda Green Gillian Douglas	<p>Members of the Universal Credit project team attended the Homelessness Network Meeting on 25th November 2019 and facilitated some workshops on identifying the impacts from UC on residents, landlords and partner agencies. This information will be used to help to inform the UC action plan.</p>	<p>A training/overview of Council Tax Reduction will be offered to the DWP UC Work Coaches at their team meeting on 18th December with the aim of promoting take-up of Council Tax Reduction for customers on Universal Credit.</p> <p>The next project team meeting will be held in January 2020.</p>	★	This remains fully on track with an active project team to support the work required.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Graeme Kane Rosie Rowe	Event held with Bicester businesses to recruit them on to a pilot accreditation scheme to promote workforce wellbeing - three businesses confirmed.				
			Draft delivery plan for healthy place shaping in Kidlington and surrounding villages produced for consultation within CDC and with the 5 local parish councils Local GP presented to the Cooper School on how students can access NHS services - the presentation was well received.	Secure feedback on plan for healthy place shaping in Kidlington and surrounding villages from CDC and 5 Parish Councils.			
			Presentations given to two national conferences (the Kings Fund and Homes UK) on the learnings from Bicester Healthy New Town.	Progress bid for Active Environment funding from Sport England.	★	CDC has signed up to undertake the Thrive at Work accreditation scheme - showing its commitment to promoting wellbeing at work.	★
			Co-hosted a visit from the Environment Agency looking at improving access to green spaces for mental wellbeing	Finalise scope for procurement of consultant support for evaluation of healthy place shaping.		The OCC/CDC masterclass identified opportunities for colleagues to work more closely in partnership with each other to address the health and wellbeing challenges in our communities.	
			Joint OCC/CDC masterclass on healthy place shaping held on 29 November - attended by 80 staff.	Organise inception meeting for start of Health Impact Assessment of Oxfordshire Plan 2050			

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.1 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Graeme Kane	Hope Close 5 sales progressing	Completion of 5 Hope Close sales end of February 2020	★	Hope Close- all 2bedroom houses now reserved and progressing with purchase. Relaunch of site to promote 3-bedroom houses in January 2020.	★
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Robert Jolley Simon Furlong	Prepared Cherwell content for Experience Oxfordshire Visitor Guide 2020.	Promote the "Rallye Monte- Carlo Historique" rally which is due to be coming to Banbury in January 2020.	★	Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination; business support provided to Tooley's Boatyard and Banbury Museum.	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Robert Jolley Simon Furlong	Place workshop held on November 12th at Upper Heyford: 56 delegates attended.	Large Business workshop to be held in Banbury on 23rd January 2020: invitations sent to 71 senior representatives at key Cherwell businesses.	★	The Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end- product. Attendees at the 12 November workshop represented urban and rural communities in Cherwell. They shared ideas on the vision and priorities for CIS how projects within the CIS could contribute to the future creation of sustainable, vibrant places in which to live and work. CIS links to the OxLEP Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal. It will provide the local interpretation of the higher-level document as well as demonstrate how Cherwell commits to the Productivity workstream within the Growth Deal.	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Robert Jolley Simon Furlong	Cherwell Business Awards 2020 successfully launched on 5 Nov 2019. Business support provided to inward investors and indigenous enterprises (daily core service).	Promote the Cherwell Business Awards 2020 to encourage nominations to be made from amongst local businesses by Dec 2019. Continue to provide timely 'Welcome support' for new business investors whilst enhancing services to provide information, advice and guidance to enable growth. Provide assistance to businesses on continuity matters.	★	Practical support provided to assist businesses with their operational and strategic decisions that will benefit Cherwell residents through job creation. For example, in November, an industry leading engine test facility was opened at Prodrive following the support of CDC and partners. Advice and information were also provided 'in-house' to aid the consideration of key employment related planning applications and externally to support enterprises seeking sites. Arrangements continue to host advice services to support residents setting up their own businesses. Whilst we have 97.2% superfast broadband coverage of premises across the District (greater than 24mbps), we recognise that for 3% (mostly households and businesses in rural areas) intervention is still required. We are working with Oxfordshire County Council and partners to deliver 100% coverage and to raise that standard to full fibre to enable 5G mobile technology.	★

CDC Programme Measures - District of Opportunity & Growth

	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Robert Jolley Simon Furlong	Participated in the annual Banbury Chamber of Commerce conference on 21 Nov 2019.	Facilitate the annual Young Enterprise Trade Fair at Banbury Market to be held on 7 Dec 2019.	★	Support provided to Castle Quay Waterfront, identifying potential tenants and partners, linking to key employers on the edge of town to assist them in engaging with the public – particularly with young people considering their career paths and with adults seeking work. We continue to support Banbury BID (Business Improvement District) in the delivery of its Year Two business plan. Following the Bicester Town Centre workshop, a task group of volunteers is producing a plan for the town centre, to be reported to stakeholders early in 2020. Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).	★
CDC3.1.6 Deliver the Local Plan	David Peckford Simon Furlong	Partial Review of the Local Plan: The Planning Policy Team commenced consultation on proposed 'Main Modifications' to the Partial Review in November. Oxfordshire Plan 2050: a further workshop with Heads of Planning and advisers has taken place to further inform the development of options for future consultation.	Partial Review of the Local Plan: consultation on proposed 'Main Modifications' to the Partial Review will end on 20 December. Representations will then be considered, and a report presented to Members on the outcome in the new year. Oxfordshire Plan 2050: the central Plan team will continue evidence gathering and the consideration of issues and options supported by the CDC Planning Policy team. The next formal milestone is the publication of an Options Paper in Spring 2020.	●	The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by associated evidence. On 29 October the Inspector advised that he was happy for the Council to formally publish the information and progress the modifications to consultation. Consultation has commenced and will end on 20 December. Officers will report to members on the modifications and the outcome of consultation in the new year. Council officers continue to assist the central Oxfordshire Plan team with its evidence gathering and consideration of issues and options as required.	●
CDC3.1.7 Deliver the Growth Deal	Robert Jolley Simon Furlong	The emphasis currently is focused upon working with OCC to review the Capital Infrastructure Programme by identifying potential schemes within the district that can be accelerated. External commissioning of the programme review will follow early in the new year.	Confirmation from the Infrastructure work stream as to any additional schemes that can be included in the current year or Year 3. The Affordable Housing work stream will be confirming Year 2 final plan in December 2019. Year 3 plan will be due end of January 2020.	★	Work is progressing throughout the four work streams. There continues to be, in particular, positive engagement with OCC colleagues on the Infrastructure work stream. A new Homes for Infrastructure work stream lead is being sought following the current lead officer leaving the authority early next year.	★

CDC KPIs - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC1.2.01 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Graeme Kane	54%	56%	●	Recycling % up 1.2% in comparison with last year.	57%	56%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Graeme Kane	30.00	35.00	★	Numbers in TA remain well within the target figure. Of the 220+ cases open to the Housing Options Team every effort is made to start working as early as possible to prevent clients reaching crisis situations. There has been an increase in demand for temporary accommodation in November, but this has been managed by ensuring that those who do have to be placed are supported to move on as quickly as possible to suitable offers of settled accommodation.	30.00	35.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Graeme Kane	62.00	45.00	★	We provided assistance to a total of 62 households in November; 18 by means of disabled adaptations grants (larger jobs) and 44 through smaller works.	408.00	360.00	★
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Graeme Kane	7.00	9.00	▲	We improved 7 homes by means of enforcement action in November. This makes a total of 68 homes improved by enforcement action in the year to date, or an average of 8.5 homes per month. 3 improvement notices and one prohibition order have been revoked (i.e. concluded) in the year to date. We remain confident that the annual target will be achieved.	69.00	72.00	●
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Graeme Kane	40.00	30.00	★	Number of affordable homes completed in November: 40 Comprising: 24 Affordable Rent: 4 x 1 bed flat; 1 x 2 bed bungalow; 10 x 2 bed house; 9 x 3 bed house 16 Shared Ownership: 4 x 2 bed house; 12 x 3 bed house There were no Growth Deal units completed this month.	298.00	327.00	●
CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	10.19	15.00	★	The team continue to work hard to ensure that new claims are paid on time to ensure some of our most vulnerable residents receive their Housing Benefit and Council Tax Reduction in a timely way. Performance for November is better than our local target of 15 days and excellent when compared to the national average of 20 days.	12.28	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	3.21	8.00	★	The team have made a huge improvements in prioritising change events in order to meet targets but also to ensure claimants receive the right benefit at the right time. Performance for November is excellent at 3.21 days against a target of 8 days.	6.38	8.00	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.07 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Graeme Kane Nicola Riley	143,779	136,792	★	<p>Overall usage across all of the Leisure Centres/Facilities was down by circa 8,000 users against the same period last year. A large proportion of this (circa 6,000) was at Spiceball Leisure Centre, however with the closure of the pedestrian bridge and the demand on car parking this is not necessarily a surprise. Usage in November 2018 was fairly strong at Spiceball compared to 2017.</p> <p>Kidlington Leisure Centre demonstrated a reasonable increase of circa 1,500 users during this period against November 18.</p> <p>Bicester Leisure Centre showed a decrease of circa 1,000 users against the same period last year.</p> <p>Woodgreen Leisure Centre, NOA, Cooper and Stratfield Brake were all fairly consistent with marginal increase/decrease though Cooper showed a reasonable uplift of circa 1000 users. Whitelands showed a 3,000 decrease however this to be monitored for trends based on how information is captured</p>	1,105,439	1,091,516	★
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	9%	0%	★	<p>The amount of Council Tax we collect has increased by nearly £2m since April 2019 which is mainly down to new builds as well as a review on exemptions and student discounts to ensure customers are still entitled to the reduction they are claiming. This has resulted in some back billing of balances which has increased the amount we need to collect however they all have instalments in the future. The amount of money we are due to collect in February and March 2020 has also increased by a further £226k so whilst we are still proactively chasing debt by recovery documents and following up with outbound calls during the day and evening for overdue arrangements.</p> <p>We are reviewing all debts currently at liability order stage to reduce outstanding Council Tax debt as well as starting a Council Tax Reduction uptake campaign to proactively contact customers on universal credit who are entitled to a reduction on their Council Tax bill that they haven't yet claimed. Whilst collection rates are slightly behind where they have been in previous years this is down to more customers requesting to pay their Council Tax over 12 months. We will continue to monitor this with a view to setting revised targets for 2020/21.</p>	75%	68%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	9.1%	9.0%	★	<p>We collected an additional £620k in November compared to the previous month following on from our proactive recovery. The amount of Business Rates we collect has also increased by £175k since October 2019. We have seen new growth within the district which has created balances with instalments from 1 December 2019 through to 1 March 2019. We have reviewed every case with the enforcement agent to ensure we are using the best method of collection and are currently reviewing all cases with a court order to ensure payments are being received.</p> <p>Cherwell has experienced an increase in the number of 12 monthly payers therefore the targets for 2020/21 will also be reviewed.</p>	75.5%	77.0%	●

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	David Peckford Simon Furlong	75%	60%	★	4 Major Planning Applications were determined during November 2019, and 3 were determined within their target timeframe.	85%	60%	★
⊕ CDC3.2.2 % Non Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	1%	10%	★	1 Non-Major Planning Application Appeal was allowed by the Planning Inspectorate during November 2019 and 115 Non-Major Planning Applications were determined during this month. The target is to have a total % of Planning Appeals allowed, amounting to less than 10% of the total number of Non-Major Planning Applications determined within that month. In November 2019 we achieved a total of less than 1%.	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during November 2019.	0%	10%	★
⊕ CDC3.2.4 % of Non Major applications processed within 8 weeks	Cllr C Clarke	David Peckford Simon Furlong	81%	70%	★	115 Non-Major Planning Applications were determined during November 2019 and 93 were determined within their target period. Therefore, we have achieved a total 80.87%.	85%	70%	★
CDC3.2.5 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Simon Furlong	5.20	5.00	★	The 2018 Annual Monitoring Report was endorsed by the Executive on 3 Dec. It demonstrates that the district has a 5.0 land supply for 2018-2023 and 5.2 for the period 2019-2024. The housing projections include an estimated total of 1238 new homes (net) for 2018/19. Confirmed housing completions for 18/19 were 1489 - the highest since 1996 (when modern records begin).	5.20	5.00	★
⊕ CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	25%	10%	▲	1 Major Planning Application Appeal was allowed by the Planning Inspectorate during November 2019 and 4 Major Planning Applications were determined during this month. The target is to have a total % of Planning Appeals allowed, amounting to less than 10% of the total number of Major Planning Applications determined within that month. In November 2019 we achieved a total of 25%.	6%	10%	★
CDC3.2.7 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	David Peckford Simon Furlong	293	286	★	Quarterly housing completions are provisional and verified at the end of the year. Although 293 homes is not as high as the Quarter 1 return (373), a good level of housing delivery has continued across the district including at Kingsmere (Bicester) and Longford Park (Banbury).	333	286	★