

**URGENT BUSINESS AND SUPPLEMENTARY INFORMATION****Overview and Scrutiny Committee****27 January 2026**

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
6.	(Pages 3 - 26)	Performance Monitoring Report Quarter 3 2025 – 2026	Interim Head of Chief Executive Office	Report being finalised at time of agenda dispatch

If you need any further information about the meeting please contact Emma Faulkner / Martyn Surfleet, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

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Agenda Item 6

This report is public	
Performance Monitoring Report Quarter 3 2025 - 2026	
Committee	Overview & Scrutiny
Date of Committee	27 January 2026
Portfolio Holder presenting the report	Portfolio Holder Corporate Services, Councillor Chris Brant
Date Portfolio Holder agreed report	19 January 2026
Report of	Interim Head of Chief Executive Office, Heidi Radcliffe-Hill

Purpose of report

To report to the committee the council's performance position as of the end of Quarter 3 2025, further detail can be found in the report and its appendices.

1. Recommendations

The Overview and Scrutiny resolves:

1.1 To consider and note the contents of the council's performance Quarter 3 report.

2. Executive Summary

2.1 The Performance report presents how the council has performed against its priorities for 2025-26, which are set out in its Outcomes Framework.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no financial and resource implications arising directly from this report. Joanne Kaye, Head of Finance, 14 January 2026
Legal	The report sets out as at Quarter 3 2025/26 performance position for the Council as part of its overall control and monitoring duty. There are no legal implications arising at this stage. Denzil Turbervill, Head of Legal, 14 January 2026
Risk Management	There are no risk implications arising directly from this report. Celia Prado-Teeling, Performance Team Leader, 7 January 2026

Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		<p>There are no equalities implications arising directly from this report.</p> <p>Celia Prado-Teeling, Performance Team Leader, 7 January 2026</p>
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		N/A
B Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?		X		N/A
Climate & Environmental Impact		X		N/A
ICT & Digital Impact		X		N/A
Data Impact		X		N/A
Procurement & subsidy		X		N/A
Council Priorities	This report links to all council's priorities, as it summarises our progress against them during 2025/26.			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	N/A			

Supporting Information

3. Background

- 3.1 The council actively and regularly monitors its performance to ensure it can deliver its corporate priorities and respond effectively to emerging issues.
- 3.2 This monitoring takes place at least quarterly for performance, so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.

4. Details

4.1 Performance Summary

- 4.1.1 The council is performing well against its Quarter 3 objectives, which consist of 12 Corporate KPI Measures, seven Directorate KPI Measures and 15 Annual Delivery Plan (ADP) actions. Reporting as per the table below for this quarter.

Plan	Total number of measures	Red		Amber		Green	
		(Behind target)		(Slightly behind target)		(Achieved or within tolerance)	
		No	%	No	%	No	%
ADP	15	2	13%	8	53%	5	33%
Corporate KPIs (Targeted)	12	1	8%	3	25%	8	67%
Directorate KPIs (Targeted)	7	1	14%	1	14%	5	71%
Total	34	4	12%	12	35%	18	53%

4.2 Monitoring measures

- 4.2.1 The council monitors nine key measures to help identify concerning emerging trends that may require early intervention either by us or in collaboration with our partners. These measures are not target-driven, as they are influenced by external factors beyond our control. Responsibility for monitoring lies with the Performance Team and the relevant Director, with reporting triggered only when a significant trend change is observed.

4.3 Performance Exceptions

4.3.1 Of the 15 Annual Delivery Plan milestones set for Quarter 3, five were achieved, eight reported slightly behind target and two behind target.

Annual Delivery Plan – Exceptions

Action	Milestone	Status
Ongoing engagement with businesses to support their investment plans. Working together with OCC to plan infrastructure for strategic growth	Commission a report on the Future of Cherwell's high streets. Develop and agree an action plan to reflect the findings of Experience Oxfordshire's Economic report on Cherwell	Amber
Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Complete options appraisal for Castle Quay Bridge Street area site and agree next steps in collaboration with Banbury AOG. Agree assets for disposal and delivery plan.	Amber
Support the Marmot Place Partnership for Oxfordshire.	Consult on the Deprivation Remediation Programme for 2026	Amber
Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Work with key partners to identify and agree community-based solution. Review and re-launch the LSP accordingly.	Amber
Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Implement HVO fuel plan	Amber
Monitor and manage housing land supply	Implement Housing Delivery Action Plan	Amber
Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions.	Implement actions from a S106 process review	Amber
Deliver Planning Service Improvement	Implement improvements	Amber
Continue with progress for the provision of a modern and for purpose depot facilities to support activity to minimise waste	Approval of outline business case. Submission of Planning Application.	Red
Reducing the percentage of 'major' planning application decisions overturned at appeal	Implement Major Applications Action Plan	Red

Please find below further details for the Milestones reporting Red:

- **Approval of outline business case. Submission of Planning Application.**
Comments from the service: Development plans are held currently. A revised business case will be developed in collaboration with the Waste and Environmental Services Partnership (WESP) to reflect the depot needs in the north of the county.

- **Implement Major Applications Action Plan.**

Comments from the service: The availability of resource has delayed implementation of the action plan for managing strategic applications. Additional temporary staff are now to be recruited, and it is anticipated that project management support will be available in the new year.

4.3.2 Of the 12 targeted corporate key performance indicators, eight achieved their Q3 target or reported within the agreed tolerance, three reported slightly behind target and one did not achieve their target.

Corporate Key Performance Indicators – Exceptions

Measure	Status
BP1.2.02 No. of Homeless Households living in nightly charged (Hotel) Temporary accommodation (TA)	Amber
BP2.2.01 % Waste Recycled & Composted	Amber
BP2.2.03 % of Climate Action Plan delivering to target	Amber
BP1.2.10A % of Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025	Red

Please find below further details for the KPI reporting Red:

- **% of Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025** - Reporting 11.6% against a target of 10% in Quarter 3.

Comments from the service: 112 Major Planning Applications were determined in the period Apr 23 to Mar 25, of which 13 decisions were overturned by the Planning Inspectorate at Appeal. The appeal performance was a legacy from planning decisions made in Jul-Sep 2023 where 5 appeals were allowed from the 18 decisions made in the quarter (28%), and Jul-Sep 2024 where 4 appeals were allowed out of 14 decisions made in that period (28%). A number of which were committee overturns and there was a change in our 5YHLS position. Following this we have undertaken a Planning Advisory Service review and undertaking training with planning committee members. As a result of which there has been a significant reduction in planning appeals on major applications, as can be shown in the data for the next two accounting periods, where the legacy decisions are reduced (Apr24-Mar 26) or no longer counted (Apr 25- Mar 27).

4.3.3 Of seven targeted directorate key performance indicators, five achieved their targets for the quarter or reported within agreed tolerances, one reported slightly behind target, and one did not achieve their target. Please note Directorate level KPIs are reported to Committees on an exception basis (only indicators reporting Red and/or Amber).

Directorate Key Performance Indicators – Exceptions

Measure	Status
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Amber
BP1.2.14 % of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)	Red

Please find below further details for the KPI reporting Red:

- **% of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)** - Reporting 79.7% against a target of 95% in Quarter 3. **Comments from the service:** While reviewing the data, we identified a brief technical issue in our Planning system that may have affected some figures. This has since been resolved, and the system is operating normally. Throughout the quarter, we maintained consistent communication with all clients, ensuring there were no cases where a Full Plans approval was issued by default due to delayed responses. We did note a minor trend where extensions of time were granted but not consistently reflected in the Planning system. This is being addressed as part of our quality assurance process, and the team will be reminded at upcoming meetings. The year-to-date achievement is 193 out of 210 including Q3.

For full details on all ADP milestones and Corporate KPIs, Directorate and Monitoring KPIs exceptions, including commentary, please reference Appendices 1 and 2.

4.4 Performance Highlights

Here is a snapshot of some of the council's key achievements from the third quarter of the year.

- **% of Homelessness cases successfully prevented rather than relief/main duty being applied:** The numbers we are reporting this quarter are more positive due to a review of the cases captured for this measure. At the end of Q3 we had successfully prevented homelessness in 46 cases of which 15 received a final offer of accommodation via the private rented sector. A particular highlight for the team this quarter has been the number of successful outcomes to the private rented sector which is difficult for household of limited means to due market conditions.
- **Residents who have taken part in programmes contributing to reducing Health inequalities:** Since October, the You Move programme has had 112 families sign up with 402 participants, contributing to a total of 1,292 families and 4,583 participants engaged overall. You Move continued to demonstrate strong outcomes, with 52% of adult participants and 48% of children increasing their activity levels - children by an average of 153 minutes per week. Additionally, 60% of families reported improved mental wellbeing, and the programme has achieved a social value return on investment of £3.50 for every £1 spent. Recent quote "The first thing to say is thank you because the passes have allowed us to do things that we wouldn't have been able to do otherwise. (We are a family of seven, and life is expensive!) We go swimming to Bicester leisure centre as a family; it has been fantastic to improve the kids' confidence and safety in water. We have also been to Blenheim Palace and Climbing which we could not have afforded otherwise". Youth Activators have delivered sessions in 28 schools and 12 community settings, reaching 1,446 young people. Also, a recent Mental Health research report has been developed in partnership with Mind which initiated due to the mental health programme delivered and will see 15 schools in Cherwell pilot mental health provision and training. Meanwhile, the Move Together programme for residents with long-term health conditions welcomed 154 new participants during this period, with 58% increasing their activity levels and 72% reporting improved mental health. Evaluation data shows a 43% reduction in GP appointments, equating to a saving of 4 GP visits per participant annually and a £418,000 social return on investment.

Recent quotes from Move Together "Thank you Alison and team for restarting my life again after losing my husband" "Thank you for being a constant support while my hip got better. I am pleased to say I manage most things again now and know that the encouragement you all gave me was priceless."

- **Number of affordable homes delivered:** A total of 154 affordable homes has been delivered and increased by 107 to the previous quarter and by 116 compared to the same period last year. Several larger phases of affordable housing have been delivered this quarter on sites around Banbury where additional affordable housing (in addition to s.106 requirements) is being delivered, as well as in Upper Heyford.

5. Alternative Options and Reasons for Rejection

5.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: This report summarises a snapshot of our Performance position for Quarter 3 2025-26, therefore there are no alternative options to consider.

6. Conclusion and Reasons for Recommendations

6.1 To note the contents of the report and approve the recommendations found in section 1.

Decision Information

Key Decision	Yes
Subject to Call in	Yes
If not, why not subject to call in	
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Business Plan KPIs 2025-26 Q3
Appendix 2	Annual Delivery Action Plan 2025-26 Q3
Background Papers	None
Reference Papers	None
Report Author	Celia Prado-Teeling, Performance & Insight Team Leader
Report Author contact details	Celia.Prado-Teeling@cherwell-dc.gov.uk 01295 221556
Corporate Director Approval (unless Corporate Director or Statutory Officer report)	Heidi Radcliffe-Hill, Interim Head of Chief Executive Office, 14 January 2026

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Quality housing and placemaking - Corporate KPI's 2025-2026

Appendix 1

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.02 No. of Homeless Households living in nightly charged (Hotel) Temporary accommodation (TA)	Cllr N Cotter	<ul style="list-style-type: none"> ■ Nicola Riley ■ Richard Smith 	Smaller Is Better	28.00	25.00	●	26.33	25.00	●
Commentary									
Placements remain steady within nightly charged temporary accommodation and the cold weather, triggering severe weather provisions, at the end of the quarter contributed to placement numbers. 7 of the households within nightly charged TA at the end of the quarter were households with children. This shows a long term trend of more vulnerable single homelessness.									
Commentary									
BP1.2.05 % of Homelessness cases successfully prevented rather than relief/main duty being applied	Cllr N Cotter	<ul style="list-style-type: none"> ■ Nicola Riley ■ Richard Smith 	Bigger Is Better	69.00%	60.00%	★	57.67%	60.00%	★
Commentary									
The numbers we are reporting this quarter are more positive due to a review of the cases captured for this measure.									
At the end of Q3 we had successfully prevented homelessness in 46 cases of which 15 received a final offer of accommodation via the private rented sector.									
A particular highlight for the team this quarter has been the number of successful outcomes to the private rented sector which is difficult for household of limited means due to market conditions.									
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr J Conway	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Bigger Is Better	77.8%	60.0%	★	80.6%	60.0%	★
Commentary									
9 Major Planning Applications have been determined in the period Q3 of 2025-26, 7 within NI criteria.									

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr J Conway	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Bigger Is Better	79.1%	70.0%	★	79.5%	70.0%	★
Commentary 177 Non-Major Planning Applications have been determined in the period Q3 2025-26, 140 within the NI criteria.									
BP1.2.10A % of Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	11.6%	10.0%	▲	11.6%	10.0%	▲
Commentary 112 Major Planning Applications were determined in the period Apr 23 to Mar 25, of which 13 decisions were overturned by the Planning Inspectorate at Appeal. The appeal performance was a legacy from planning decisions made in Jul-Sep 2023 where 5 appeals were allowed from the 18 decisions made in the quarter (28%), and Jul-Sep 2024 where 4 appeals were allowed out of 14 decisions made in that period (28%). A number of which were committee overturns and there was a change in our 5YHLS position. Following this we have undertaken a Planning Advisory Service review and undertaking training with planning committee members. As a result of which there has been a significant reduction in planning appeals on major applications, as can be shown in the data for the next two accounting periods, where the legacy decisions are reduced (Apr24-Mar 26) or no longer counted (Apr 25- Mar 27).									
BP1.2.10Aa No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	112		n/a	112		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.10Ab No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	13		n/a	13		n/a
BP1.2.10Ac No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0		n/a	0		n/a
BP1.2.10B % of Major applications overturned at appeal, based on applications determined between April 2024 to March 2026, allowing for appeal decisions up to December 2026	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	5.8%	10.0%	★	5.8%	10.0%	★
Commentary 86 Major Planning Applications were determined in the period Apr 24 to Mar 26 (to date), of which 5 decisions were overturned by the Planning Inspectorate at Appeal.									
BP1.2.10Ba No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	86		n/a	86		n/a
BP1.2.10Bb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	5		n/a	5		n/a
BP1.2.10Bc No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0		n/a	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.10C % of Major Applications overturned at appeal, based on applications determined between April 2025 to March 2027, allowing for appeal decisions up to December 2027	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0.0%	10.0%	★	0.0%	10.0%	★
Commentary 30 Major Planning Applications have been determined in the period Apr 25 to Mar 27, (to date). No decisions have been overturned by the Planning Inspectorate at Appeal in the period so far.									
BP1.2.10Ca No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	30		n/a	30		n/a
BP1.2.10Cb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0		n/a	0		n/a
BP1.2.10Cc No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0		n/a	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.11A % of Non-Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	1.4%	10.0%	★	1.4%	10.0%	★
Commentary 2,074 Non-Major Planning Applications were determined in the period Apr 23 to Mar 25, of which 30 decisions were overturned by the Planning Inspectorate at Appeal.									
BP1.2.11Aa No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	2,074		n/a	2,074		n/a
BP1.2.11Ab No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	30		n/a	30		n/a
BP1.2.11Ac Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0		n/a	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.11B % of Non-Major applications overturned at appeal, based on applications determined between April 2024 to March 2026, allowing for appeal decisions up to December 2026	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	0.5%	10.0%	★	0.5%	10.0%	★
Commentary 1,665 Non-Major Planning Applications have been determined in the period Apr 24 to Mar 26 so far, 8 of which have had their decision overturned by the Planning Inspectorate at Appeal.									
BP1.2.11Ba No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	1,665		n/a	1,665		n/a
BP1.2.11Bb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	8		n/a	8		n/a
BP1.2.11Bc No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	11		n/a	11		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.11C % of Non-Major Applications overturned at appeal, based on applications determined between April 2025 to March 2027, allowing for appeal decisions up to December 2027	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	1.2%	10.0%	★	1.2%	10.0%	★
Commentary 686 Non-Major Planning Applications have so far been determined in the period Apr 25 to Mar 27, 8 of which had their decision overturned by the Planning Inspectorate at Appeal.									
BP1.2.11Ca No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	686		n/a	686		n/a
BP1.2.11Cb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	8		n/a	8		n/a
BP1.2.11Cc Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ■ Ian Boll ■ Paul Seckington 	Smaller Is Better	12		n/a	12		n/a

Quality housing and placemaking - Directorate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP1.2.14 % of BC full plans assessed within 5 weeks (or longer with applicant's agreement)	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Tony Brummell 	Bigger Is Better	79.70%	95.00%	▲	90.00%	95.00%	●
Commentary									
<p>We achieved a score of 55 out of 69 during the third quarter. While reviewing the data, we identified a brief technical issue in our Planning system that may have affected some figures. This has since been resolved, and the system is operating normally. Throughout the quarter, we maintained consistent communication with all clients, ensuring there were no cases where a Full Plans approval was issued by default due to delayed responses. We did note a minor trend where extensions of time were granted but not consistently reflected in the Planning system. This is being addressed as part of our quality assurance process, and the team will be reminded at upcoming meetings.</p> <p>The year to date achievement is 193 out of 210 including Q3.</p>									

Environmental stewardship - Corporate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP2.2.01 % Waste Recycled & Composted	Cllr I Middleton	<ul style="list-style-type: none"> ■ Ed Potter ■ Nicola Riley 	Bigger Is Better	50.20%	54.00%	●	51.01%	54.00%	●
Commentary									
Recycling rate is below the target due to the 2,000+ reduction in garden waste because of the dry summer and reduced garden subscriptions.									
BP2.2.03 % of Climate Action Plan delivering to target	Cllr T Beckett	<ul style="list-style-type: none"> ■ Hitesh Mahawar ■ Nicola Riley 	Bigger Is Better	60.80%	66.00%	●	60.56%	66.00%	●
Commentary									
Of the 125 Climate Actions, 83 are Ongoing, 12 On-hold, and 30 Completed. RAG ratings: 76 Green, 37 Amber, 12 Red, with 2 duplicates.									
Pathways & Evidence Base									
<ul style="list-style-type: none"> • Final Pathways studies for CDC and Cherwell District received, and Business & Industrial emissions report. • Advanced work on natural capital and carbon sequestration, including updated (BNG) inventories, woodland carbon credit case study, and completion of the IUK report. • Progressed Carbon Methodologies Report and developing pathways for nature-based and technological offsets. 									
Strategic Planning & Reporting									
<ul style="list-style-type: none"> • Started 2024–2025 GHG Report data collection (with OCC). • Submitted annual Executive climate update. • Initiated CAP 2026–2027 • Continued Climate Change Strategy development. 									
Oxfordshire Local Area Energy Plan (LAEP) Phase 2									
<ul style="list-style-type: none"> • Undertaking extensive stakeholder engagement with wide range of stakeholders on setting the priorities and actions. • Agreed to produce Cherwell LAEP first. 									
Other Deliverables									
<ul style="list-style-type: none"> • Received Banbury Heat Network feasibility study. • Completed Local Plan actions • Maintained engagement through Zero Carbon Oxfordshire Partnership (ZCOP) and energy consultations. 									
Challenges									
<ul style="list-style-type: none"> • Infrastructure delays (Thorpe Lane Depot power upgrade). • Funding gaps for major projects. • Limited internal capacity for CDC and district-wide programmes. 									

Economic prosperity - Corporate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
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Please note there are no Corporate KPIs under this priority due to be reported during Q3 2025-26

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Economic prosperity - Directorate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr L McLean	■ Michael Furness ■ Stephen Hinds	Bigger Is Better	82.18%	86.00%	●	82.18%	86.00%	●

Commentary

A collection rate of 82.18% has been achieved. Whilst collection is under target, the shortfall can be attributed to the recent billing of new units recently assessed by the Valuation Office, and more businesses requiring to pay their business rates over 12 months. Recovery action has continued throughout every month of 2025/26 with the issuing of reminders and summonses to prompt payment.

Community leadership - Corporate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G.
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Please note there are no Corporate KPIs under this priority due to be reported during Q3 2025-26

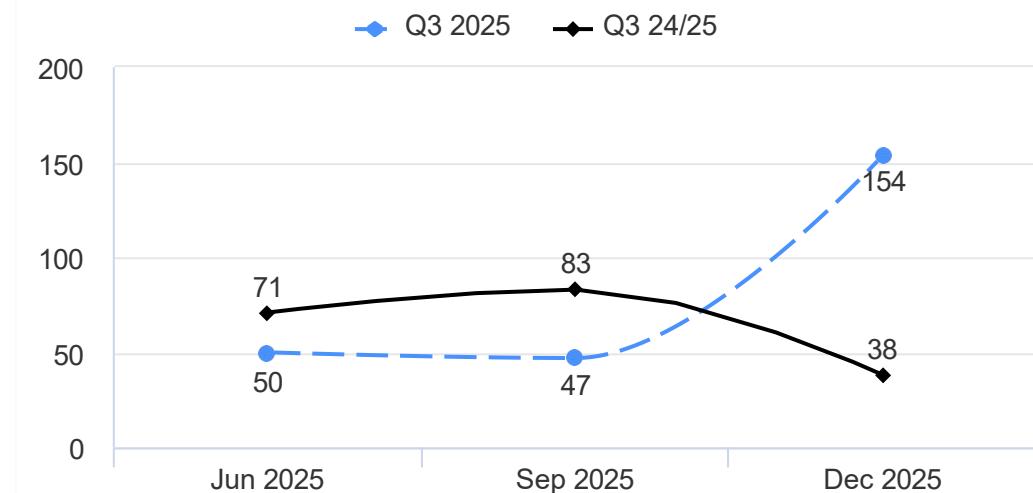
Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2024-25

BP1.2.04 Number of affordable homes delivered

85 Affordable Rent, 15 Social Rent, 49 Shared Ownership and 5 First Homes.
Several larger phases of affordable housing have been delivered this quarter on sites around Banbury where additional affordable housing (in addition to s.106 requirements) is being delivered, as well as in Upper Heyford.

Commentary

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Appendix 2 - Annual Delivery Plan 2025-26

Please note delivery of the actions below could be affected by changes in policy, national and local circumstances, these risks are managed through each service operational risk

Council plan priority	Goals	Aims	Year 1 actions	Lead/Director	Portfolio Holder	QTR	Milestones Q1-Q4	RAG	Performance
Page 23 Economic prosperity	Create vibrant economic centres and thriving rural villages	To foster diverse economic centres and villages that support local businesses, attract investment, and enhance community life.	Ongoing engagement with businesses to support their investment plans. Working together with OCC to plan infrastructure for strategic growth	Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Agree delivery timescales for Market Square, Bicester. Agree action plans and priorities for Kidlington, Bicester and Banbury	Green	The Market Square project has been progressing throughout Q1. An estimated programme has been developed in Q1, and is included as an Appendix to the Exec report due to be presented on the 2nd September. The Area Priority Plans have been developed in Q1 for all 3 areas, and presented to the relevant Area Oversight Group (AOG).
						Q2	Agree the plan for the 2025/26 Economic Forum Hold annual Business Awards (Sept)	Green	Economic Forum plan developed - location will be in Kidlington, to be held in March subject to venue confirmation.
						Q3	Commission a report on the Future of Cherwell's high streets. Develop and agree an action plan to reflect the findings of Experience Oxfordshire's Economic report on Cherwell	Yellow	Commissioning a report on the Future of Cherwell's High Streets has been initiated and will be undertaken as part of the Council's developing Economic Strategy. Due to sickness lateness in appointing external support. New Head of Service is focussing on this activity. The 2024 Experience Oxfordshire Economic Impact of tourism report was received in September 2025 and will inform the action plan to be developed as part of the Economic Strategy.
						Q4	Hold the 2025/26 Economic Forum in order to explore investment opportunities and barriers/challenges to future investment	Green	
		To promote sustainable economic prosperity through innovation, resilience, and strategic growth.	Continue the diversification of tenancies at Council owned commercial properties including key public/third sector partners	Mona Walsh Ian Boll	Cllr L McLean	Q1	Launch a campaign to attract a diverse range of tenants at commercial sites	Green	Campaign launched. End Q1 outcome - terms agreed for two new lettings at Castle Quay. Offers received for vacant unit at Pioneer Square being considered and due diligence underway.
						Q2	No milestone	Green	Agreement for lease for two new lettings at Castle Quay completed and fit out works for one letting is underway. Exec and Council approval of terms of new letting at 36-37 Bridge Street Banbury (part of ex M&S unit).
						Q3	No milestone	Green	One letting complete and tenant open and trading. Second letting due to open Mar 26. Legal instructed on letting at 36-37 Bridge Street (part of ex M&S unit)
						Q4	No milestone	Green	
	Build an inclusive and green economy	To build an economy that is both inclusive and environmentally sustainable, ensuring equitable opportunities for all while minimising environmental impact.	Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Mona Walsh Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Complete asset register and agree future plan for each, with a focus on those that are underutilised or suitable for community transfer.	Yellow	Initial document drafted and discussed with Cllr McLean. Actions agreed include action plan and focus on underutilised and assets suitable to transfer or disposal. Updated to Amber following monthly meeting with Prop Portfolio Holder (PH) on 19 Aug. Good progress made to date but some further actions to be agreed.
						Q2	No milestone	Green	Further report to and discussions with Cllr McLean in Sept have led to agreed approaches and strategy for sites including community centres and garages.
						Q3	Complete options appraisal for Castle Quay Bridge Street area site and agree next steps in collaboration with Banbury AOG Agree assets for disposal and delivery plan	Yellow	Options appraisal considered by CLT. Asset disposal list reviewed and discussed with Cllr McLean.
						Q4	Complete an options appraisal for extending PV and wind energy on council assets in support of climate priority.	Green	
		Delivering the Year 4 programme of UK Shared Prosperity Funding, to focus on pressures in our communities	Tom Dobrashian Ian Boll	Cllr L McLean	Q1	Agree and Launch the 2025/26 UKSPF programme. Produce report on the outcomes achieved for 2024/25	Green	The UKSPF (UK Shared Prosperity Fund) programme for 25/26 has been agreed by Cllr McLean as Portfolio Holder decision, with delegation to the Director of Communities to amend when required, in discussion with Portfolio Holder. The outcomes report for 24/25 has been completed and approved by Assistant Director of Finance and sent back to Ministry for Housing Communities and Local Government (MHCLG).	
					Q2	Identify implications for Cherwell of Oxfordshire Flood Task Force priorities	Green	The Building Control and Flood Risk Manager is holding a Flood Workshop to discuss the priorities. UKSPF (UK Shared Prosperity Fund) funding approved to be spent by March 26.	
					Q3	Report on area infrastructure gaps/needs (electricity, water, foul) and agree priorities	Green	Consultants appointed for Bicester area, and work is well underway and linked in with key developers. Final Reports will take time to develop.	
					Q4	Produce a report on the outcomes of the final year of the UKSPF programme.	Green		
			Support the Marmot Place Partnership for Oxfordshire.	Nicola Riley Ian Boll	Cllr R Pattenden	Q1	Activity for this Action starts in Quarter 2	Green	Five villages in Cherwell have been selected for the Marmot Rural Place initiative based on data-driven insights, and the commissioning process is underway to appoint an organisation to deliver community insight profiles in collaboration with the Wellbeing team.
						Q2	Launch Marmot Place Programme with partners	Yellow	Procurement of a research partner has been protracted resulting in a delay to the progress of partnership work. The research phase will conclude in Q3.
						Q3	Consult on the Deprivation Remediation Programme for 2026	Yellow	Household Support Fund 7 (£128,000) started to be delivered in December to benefit residents that need additional support. Evaluation of the programme will take place in March in line with Cost of Living provision. Rural Marmot inequalities work started on 1st December
						Q4	No milestone	Green	

Community Leadership	Strengthen community collaboration and resilience	To work closely with communities and partners to foster shared solutions to building safe, resilient, and empowered communities.	Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Tim Hughes Nicola Riley	Cllr R Parkinson	Q1	Activity for this Action starts in Quarter 2		Activity for this Action starts in Quarter 2.
						Q2	Work with key partners to identify and agree key community issues for the partnership to consider in year.		A stakeholder survey has been drafted ready for circulation and will be open from 8th - 31st October. The survey will seek to obtain partners input to the review of the LSP and to acquire partners input regards the key community issues that should be addressed by the LSP. The survey will also seek views from stakeholders on how the partnership might be improved to better achieve positive outcomes benefitting the community
						Q3	Work with key partners to identify and agree community-based solution. Review and re-launch the LSP accordingly.		Survey went live 18th December and will run until 16th January (4 weeks). Survey seeks to get views and opinions from relevant stakeholders on the effectiveness of the partnership and suggestions on how it might be improved. Survey also seeks to gather insight on what are the key community issues that stakeholders think the partnership look to focus on. Relaunch will take place in Q4.
						Q4	No milestone		
			Develop parish council toolkit to empower communities	Ian Boll	Cllr L McLean	Q1	Launch parish toolkit initiative		Parish liaison meeting considered the first topic for a toolkit should be flooding. The Council will be holding a Parish Flood Workshop in late Summer/early Autumn - Cherwell in conjunction with Oxfordshire County Council.
						Q2	Work with parish councils to identify key components required to empower communities and agree next steps		Flooding workshop 16th October. Further workshops will be considered for the New Year.
						Q3	Review and agree Cherwell's Green and Blue Corridors to increase understanding and awareness		The Green and Blue Infrastructure Strategy was produced in 2022 and forms part of the evidence submitted alongside the Local Plan that is currently under examination.
						Q4	Review and implement actions as appropriate from the Oxfordshire Adaptation Route map		
			Transfer existing community assets to community organisations to support collaboration and resilience	Ian Boll	Cllr L McLean	Q1	Activity for this Action starts in Quarter 2		
						Q2	Identify and agree potential assets for transferring to community organisations		The timescale for identification has slipped to Q3
						Q3	No milestone		
						Q4	No milestone		
			Strengthening community cohesion	Tim Hughes Nicola Riley	Cllr C Brant	Q1	Produce Annual EDI General Duty Compliance Report and agree next steps.		Work has begun on collation but timescale not achieved for report.
						Q2	Agree new EDI Framework and supporting actions		Currently the framework is being reviewed by the Council's Inclusion Champions awaiting for the feedback to publish.
						Q3	No milestone		
						Q4	No milestone		
			Promote health and wellbeing with a focus on inequality	Nicola Riley	Cllr R Pattenden	Q1	Activity for this Action starts in Quarter 2		Activity for this Action starts in Quarter 2.
						Q2	Develop and agree new Community Safety Partnership Plan		New plan agreed by Community Safety Partnership.
						Q3	No milestone		No milestone for Q3
						Q4	Establish baseline metrics for measuring progress towards Community Safety Plan		
Safeguard the environment and promote biodiversity	To implement sustainable policies and practices, protect natural habitats, and support conservation initiatives that enhance ecosystem health and biodiversity while responding to the climate emergency.	Improving access to sports and healthy places by making the most of the external (and developer) funding we receive, improved insight and maintenance of our leisure centres.	Identify pathways for CDC to reach net zero carbon	Hitesh Mahawar Nicola Riley	Cllr T Beckett	Q1	Review consultant's report on the costed pathways to net zero and agree next steps / direction of travel		Bioregional is expected to share the draft report for this study by the end of this week w/c 28 July'25.
						Q2	Produce new draft climate change strategy		The evidence base informing the strategy, specifically the Council's and District's net zero pathways studies has not yet been finalised and is now expected to complete in early Q3. This has impacted the original timeline. The Climate Team is now working to produce and finalise the strategy, with publication expected in early Q4. The delay ensures the strategy is robust, evidence-led, and aligned with CDC's wider climate objectives.
						Q3	Consult on draft climate change strategy		The draft Climate Change Strategy is anticipated to be ready in early Q4. In the meantime, consultation is actively underway with PfH (Portfolio Holders), SRO (Senior Responsible Owner), members of the Climate Change Programme Board, and all Assistant Directors and Heads of Service to shape the vision and the Target Operating Model for the Climate Programme and Strategy.
						Q4	Agree new climate change strategy in light of costed pathway findings		
		Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Ed Potter Nicola Riley	Cllr I Middleton	Q1	Produce report on decarbonising waste fleet and agree next steps			Report gone to CLT.
					Q2	No milestone			Report was approved by Executive on 2nd of September, implementation plan commenced.
					Q3	Implement HVO fuel plan			Prices for HVO have greatly increased. A procurement exercise has taken place for a HVO fuel supply through the Yorkshire Purchasing Organisation prices appear high

Environmental Stewardship	Promote the circular economy of reduce, reuse and recycle to minimise waste	To encourage sustainable consumption, optimise the use of resources, and implement efficient recycling systems that support waste reduction and re-use initiatives.	Ed Potter Nicola Riley	Cllr I Middleton	Q4	No milestone		
					Q1	Modelling new service delivery options, to include early adoption of kerbside glass recycling	Green	Service delivery options modelled. Simpler Recycling Project Board met 4 times to evaluate.
					Q2	No milestone		Kerbside glass due at Executive in November.
					Q3	Agree new service delivery design	Green	Kerbside glass launches 01 January 26. Paper on other Simpler Recycling matters at Executive Jan26
		Continue with progress for the provision of a modern and for purpose depot facilities to support activity to minimise waste	Ed Potter Nicola Riley	Cllr I Middleton	Q4	Implement new service		
					Q1	Activity for this Action starts in Quarter 3	Green	Planning application likely to be submitted in Q2 but the admin features of the design have been completed.
					Q2	No milestone		
					Q3	Approval of outline business case. Submission of Planning Application.	Red	Development plans are held currently. A revised business case will be developed in collaboration with the Waste and Environmental Services Partnership (WESP) to reflect the depot needs in the north of the county.
		Reduce waste and food insecurity through community initiatives to reuse and recycle.	Nicola Riley	Cllr R Pattenden	Q4	No milestone		
					Q1	Refresh promotion around district's Growing Spaces	Green	Rural England Prosperity Fund (REPF) and community food grants have supported eight growing spaces including Cropredy Lock Garden, Sustainable Duns Tew, Horton and Kidlington Parish Councils, as well as edible garden projects at schools including St Leonards, Dashwood, St Joseph's, and West Kidlington. Resources have been updated and shared via the Growing Space leaflet
					Q2	Review delivery of Y2 actions of Food Action Plan for CDC	Green	Progress made against every objective as planned.
					Q3	No milestone		
		Promote environmentally conscious communities	Ed Potter Nicola Riley	Cllr I Middleton	Q4	Establish a schools-food partnership		
					Q1	Agree the litter blitz programme for 2025/26	Green	Litter blitz carried in Banbury Town Centre. Rest of the programme to be finalised.
					Q2	Develop and agree a Civic Pride campaign to promote cleaner communities and open spaces	Yellow	A Neighbourhood blitz programme has been developed, to be considered by the Portfolio Holder for approval
					Q3	No milestone		
					Q4	No milestone		
Page 25	Deliver sustainable and strategic development that meets Cherwell's needs now, and in the future	Progress the Cherwell Local Plan 2042	David Peckford Ian Boll	Cllr J Conway	Q1	Activity for this Action starts in Quarter 2		
					Q2	Submit Local Plan for Examination	Green	The draft Local Plan was approved by the Council's Executive on 3 July. On 21 July it will be presented to the Council. Upon approval, it will be submitted to the Secretary of State for independent examination including public hearings.
					Q3	No milestone		The Local Plan Examination commenced on 31 July. First hearings sessions confirmed for the week commencing 16 February 2026. Second set of hearings expected July 2026.
					Q4	No milestone		
		Establish a new Programme for a Review of Conservation Area Appraisals	David Peckford Ian Boll	Cllr J Conway	Q1	Confirm new three-year programme of Conservation Area reviews and appraisals	Green	Programme established - Year 1 - Bloxham, Grimsbury, Hanwell; Year 2 - Hook Norton, Chesterton, Hampton Gay - Shipton on Cherwell -Thrupp; Year 3 - Islip, Bodicote, Begbroke, Fritwell. Bloxham is at an advanced stage and Grimsbury is on-going.
					Q2	No milestone		Bloxham Conservation Area Appraisal is being finalised. Grimsbury is on-going and work on Hanwell has commenced.
					Q3	No milestone		A public consultation event for the review of the Grimsbury Conservation Area Appraisal took place on 9 December. Work on the Hanwell CAA review is progressing.
					Q4	Complete year 1 of Conversation Area programme		
		Monitor and manage housing land supply	David Peckford Ian Boll	Cllr J Conway	Q1	Complete and agree Housing Delivery Action Plan	Green	The Housing Delivery Action Plan was approved by the Council's Executive on 10 June 2025. The Executive also resolved that it be kept under review having regard to comments received, and to make any necessary changes in consultation with the Portfolio Holder for Planning and Development Management. Officers were also instructed to present a comprehensive review of the five year housing land supply position to the Executive, should there be evidence of a significant change.
					Q2	Implement Housing Delivery Action Plan	Green	The Housing Delivery Action Plan (HDAP) has been published and being implemented by the Planning and Development & the Growth and Economy teams.
					Q3	Implement Housing Delivery Action Plan	Yellow	An Annual Monitoring Report was approved by the Executive on 2 December. However, land supply is reported as 3.1 years
					Q4	Review the progress of the Housing Delivery Action Plan		
		To ensure the right mix of facilities, services and infrastructure for new developments, to create successful, well-designed communities.	David Peckford Ian Boll	Cllr J Conway	Q1	Complete and agree major applications action plan	Green	An action plan for the management of strategic planning applications was prepared in Q1 and presented to the Accounts, Audit and Risk Committee on 28 May 2025.
					Q2	Implement Major Applications Action Plan	Yellow	Project working group established and meeting. Resourcing for implementation under review.
					Q3	Implement Major Applications Action Plan	Red	The availability of resource has delayed implementation of the action plan for managing strategic applications. Additional temporary staff are now to be recruited and it is anticipated that project management support will be available in the new year.
					Q4	Review the progress of the Major Applications Action Plan		

Quality housing and Place Making	Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions.	David Peckford Ian Boll	Clr J Conway	Q1	Complete internal s106 process review and agree improvement action plan		A review of the Council's internal processes for 'section 106' legal agreements was completed by the start of Q1.	
				Q2	Implement actions from s106 process review		Resourcing for implementation under review.	
				Q3	Implement actions from s106 process review		Incremental implementation is ongoing with the resource available.	
				Q4	Review the progress of the s106 improvement action plan			
		Deliver Planning Service Improvement	David Peckford Ian Boll	Clr J Conway	Q1	Establish performance improvement indicators, targets & resource needs		A review of the Council's development management (Planning Committee) decision making processes has been undertaken and included a peer review on 29 May 2025. The final report is awaited and will be published. The recommendations will inform improvement targets together with the defined actions for the management of strategic planning applications and from the section 106 review (see above). A consolidated plan is to be prepared and resourcing needs are being reviewed.
					Q2	Define & implement improvements		Planning Advisory Service Report received. Consolidated plan dependent on corporate transformation programme. Resourcing under review.
					Q3	Implement improvements		Planning Advisory Service report published. Recommendations are due to be presented to the Executive in the new year
					Q4	Implement improvements & review progress		
		Establish and progress with Partners the Area Oversight Groups for Banbury, Bicester and Kidlington	Tom Dobrashian Ian Boll	Clr L McLean	Q1	Implementation of Area Oversight Groups for Banbury, Bicester and Kidlington		The 3 Area Oversight Groups have been implemented.
					Q2	Identify and report on infrastructure delivery issues (water, electricity, foul, etc), develop and agree action plan		Atlas project in Bicester has project team to focus/resolve infrastructure issues - action plan and funding identified. OCC/LAEP (Local Area Energy Planning) ongoing work covering energy issues throughout Cherwell area. Foul water issue resolution and plan in place. Issue on all APP (Area Priority Plan) to be discussed at AOGs (Area Oversight Groups).
					Q3	No milestone		
					Q4	No milestone		
Achieve more high-quality, secure, and affordable housing that caters for the diverse needs of our residents	To help all residents access safe places they can make/call their home, including housing that is affordable through direct ownership, private rental and social rent housing.	Reduce pressure on temporary accommodation capacity in the District through delivery of our Housing Strategy	Nicola Riley	Clr N Cotter	Q1	Commence delivery of new LAHF schemes for temporary accommodation and resettlement, and S106 scheme to provide additional temporary accommodation provision		Grant agreements in place with SOHA. They have begun to identify properties and progress purchase. All properties are on target to deliver in year.
					Q2	Review procurement of temporary accommodation and nightly charged options to ensure we make the best use of our resources, whilst providing suitable standards of temporary accommodation		Review completed. Some current provision will cease but nightly charged accommodation still required and procurement opportunity has been launched. Once successful supplier is identified, this will come to Executive.
					Q3	No milestone		
					Q4	Complete annual review of housing strategy action plan to identify any improvements needed		
		Host a registered providers forum to improve tenant outcomes	Nicola Riley	Clr N Cotter	Q1	Conduct satisfaction survey of CDC tenants		Completed. Survey took place during May and June 2025 with the shared ownership and rented tenants.
					Q2	No milestone		
					Q3	Establish new monitoring framework for Registered Provider activity and performance and agree objectives and line up for forum		New monitoring system developed and live. Data is slowly building as more providers are being inspected by the regulator. The system measures overall satisfaction from tenants, consumer standard rating, governance rating and viability rating. RP Forum on track.
					Q4	Hold registered providers forum to discuss challenges in meeting obligations		
		Ensure Graven Hill Village Development Company submits Planning Application for Phase 2 at Graven Hill (for completion of the site)	Stephen Hinds	Clr L McLean	Q1	Ensure Graven Hill Village Development Company submits Planning Application for next phase of development at Graven Hill to LPA		The application for planning permission (25/01768/HYBRID) was received as a valid application by the Local Planning Authority (LPA).
					Q2	No milestone		
					Q3	No milestone		
					Q4	No milestone		