

Appendix 4 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
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	🟡	?
1) What has happened? The development of Local Plan part 2 follows the timetable set out in the Local Development Scheme.										
2) Why has it happened? The Local Plan part 2 is delayed whilst the planning policy team focuses on the Partial Review which is time critical.										
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	★	?
1) What has happened? Cherwell is an active participant in the Oxfordshire Growth Board, with the other Councils of Oxfordshire. Cherwell also responds to neighbouring Councils in the preparation of the their local Plans to ensure Cherwell's interests are addressed.										
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	★	?
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	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	✔
1) What has happened? Work continues to secure planning permission for the applications at NW Bicester and to progress the legal agreements to completion.										
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	★	➡
1) What has happened? Work on the Eco Business Centre is progressing and the Council will shortly be in a position to enter into contract to construct the building.										
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	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? Work is progressing on the masterplan and preparation for public consultation.										
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	★	?
1) What has happened? Brief has been prepared to enable the appointment of consultants to undertake the work.										
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	★	?
1) What has happened? The Healthy New Town Partnership is progressing work on three theses, the built environment, community and health service delivery. The Healthy New Town Launched in May to the										

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public and was very well received. A number of projects are underway including the provision of health routes in the town, work with schools and health providers.										
5) Excellent Performance										
The Healthy New Town Launch in May 2017 attracted 8000 people to the town centre to take part in activities to promote health to all age groups. The event included a number of innovations including the closure of Market Square to accommodate a beach, which was enjoyed by all age groups.										
(Comms have video of event)										
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	★	✔
1) What has happened?										
Discussions have been had with several potential businesses who are keen to take space in Banbury.										
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	★	➡
1) What has happened?										
The Masterplan is being developed with consultants against the timetable set out in the Councils Local Development Scheme.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
4) When will we see improvement?										
Work is due to commence in September 2017 although we await a definitive date.										
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	★	✔
1) What has happened?										
All meetings attended. Investment opportunities progressing.										
5) Excellent Performance										
Sound investment in strategic property and development demonstrating ability of CDC to perform in a commercial manner whilst delivering longer term quality schemes and assets.										
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	★	➡
1) What has happened?										
The Mill Trust is continuing to make headway with their fundraising and business plans. Cherwell Officers are working with the Trust and OCC to secure a long term stable tenancy of The Mill building										
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	★	?
1) What has happened?										
In response to calls from businesses and towards creating a vital town centre, the Council is providing considerable practical and financial support in the creation of a Business Improvement District in Banbury. A Shadow Board is actively leading the creation of a business-led business plan for the 5 year period April 2018 to March 2023. Several open public										

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meetings have been held with more to come over the next few months with the launch of the business plan in Sept. Media reports have been prominent, both in social media and conventional print and radio coverage. A dedicated website provides comprehensive information. All eligible business rate payers have been written to and a further canvassing letter is being sent to ensure the highest possible turnout for the ballot to be held in November.										
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	★	➡
1) What has happened? In relation to the increasing number of jobs created locally, practical assistance has been provided through job fairs - notably in Banbury during this quarter to assist larger employers in particular to recruit sufficient numbers of skilled personnel. Now in their eighth year, the job clubs and fairs have become a highly regarded service, provided free-of-charge to business rate payers, and drawing the involvement of not only HR officers but also managing directors and other senior personnel. The value of the service is recognised by the investment of their own time in attending, returning to subsequent events and development of working relationships with officers of the economic growth team. This often leads to the service assisting with other aspects of their business such as exporting, supply chain development, practical issue resolution, network introductions, involvement with regeneration work and many other ways businesses wish to succeed whilst also implementing their 'corporate social responsibility' within their local community.										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.1a Number of business who have received advice	Monthly	10	24	★*	✖*	10	28	★*	?
1) What has happened? Advice, information and guidance to indigenous and inward investing businesses is tracking well, with economic growth providing services such as help with recruitment through job fairs, assistance with business planning, resolution of operational matters, etc.										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District	CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for inward investment	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? The CHIP service, co-ordinated and led by the economic growth service, provides information to potential business investors of available property and business planning facts. It serves inward and indigenous investment and co-ordinates the Council's work with partners at South East Midlands Local Enterprise Partnership, Oxfordshire Local Enterprise and the Department for International Trade. Responsive service is provided day-to-day. Also during July, the Cherwell investment stand was displayed at a conference for advanced engineering businesses at Silverstone, drawing attention from key business leaders and potential investors / partners for local businesses.										
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	★	➡
1) What has happened? Land and premises for commercial development and occupation across the district are brought together in one place on the Council-led website www.cherwell-m40.co.uk A sites guide is also available to put investors directly in contact with the developers and agents of the largest sites made available in the Local Plan. Day-to-day enquiries are received and promptly responded to with bespoke support offered to ensure that the enquiry comes to fruition if at all possible. This 'pipeline' support often takes many months but is always appreciated and understood if suitable premises are not available at that time. Nevertheless, the intelligence gathered can be used to support planning decisions in future and liaison across boundaries and with LEP partners to ensure that the needs of the business client are satisfied within Cherwell or its wider area.										
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	0.60	★	➡	0.60	0.60	★	?
1) What has happened? The employment rate within Cherwell has continued to be a real strength. The 'Out of Work' benefit claimant count, for instance, has remained at around 530 (0.6% of the resident population aged 16-64) compared with 1.2% in the south east and 1.9% in Great Britain.										
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	★	?

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1) What has happened? delivering to plan 5) Excellent Performance Approval has been given for a new Joint Development Management service with SNC and this is in the process of being implemented. Work on reviewing the pre-application process will be a priority for the new Joint service, with work expected to commence in September 2017.										
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	★	?
1) What has happened? A bespoke customer satisfaction survey focused on Regulatory Services has commenced in Q1.										
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	★	?
1) What has happened? action plan to be developed from survey										
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	★	?
1) What has happened? Banbury town centre co-ordination programme is on-going day-to-day to support traders, promote events and encourage landlords to re-use empty units. Bicester independent traders group has been supported in establishing itself. In response to Bicester Chamber, investigation is also underway to negotiate commercially viable wi-fi provision in the town centre.										

Appendix 4 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.1 Achieve 56% recycling rate	Monthly	56.00	63.07	★*	✔	56.00	60.38	★	✔
1) What has happened? This measures is on track with Green * status for this quarter and Green status for the Year to Date overall.										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.2 Residual household waste per household	Monthly	3.74	3.59	★	✔	3.63	3.53	★	?
1) What has happened? 1 quarter the residual waste per household is down 12 tonnes compare to first quarter last year with an additional 2,500 additional properties being built in the district.										
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	1	★*	➡
1) What has happened? We have six planned events this year, the first was carried out in June in the Glory Farm area of Bicester. The next is commencing on Monday 14th August concentrating on the Grimsbury area of Banbury. We have been working closely with Street Wardens, local town councils, and the CDC Enforcement team. The bulky household waste collection of up to three (prebooked) items per household is proving to be increasingly more popular with local residents. Recycling as much of the waste items collected is of paramount importance to the Street Cleansing Department. 5) Excellent Performance All the events are on schedule with no issues or concerns to report.										
CBP2.2 - Provide High Quality Street Cleansing Services, And	CBP2.2.1c % of Successful Flytip	Monthly	26	19	▲	✖	65	74	★*	✔

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Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
Tackle Environmental Crime	actions following investigation									
1) What has happened? During Q1 43 enforcement actions were taken. 37 Written warnings issued 2 Cautions issued 2 Fixed Penalty Notices issues 2 Prosecutions										
3) What actions are we taking? We continue to raise awareness of the consequences and penalties of fly tipping.										
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	★	➡
1) What has happened? Enquiries are under way to explore possibility of sharing tender with Oxford City, to see if savings can be made in procurement										
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	162	161	★	?	162	161	★	?
1) What has happened? Uniform is being interrogated at ward level to assess levels in Town centres to set baselines at this time										
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	★	?
1) What has happened? Operations are planned and in calendars, Bodfest provided an opportunity to see if the levels of ASB are down										
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	★	?
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	★	?
1) What has happened? On track and delivering as expected 5) Excellent Performance Performing well and on track										
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	★	?
1) What has happened? On track and delivering as expected 5) Excellent Performance Performing well and on track										
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	★	?

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1) What has happened? We have met our statutory requirements in regards to H&S inspections and also undertook a number of additional commitments during the reporting period including additional work that is generated as a result of major events that have taken place.										
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	★	✔
1) What has happened? The delivery of the Corporate BAP 2016-18 - Protecting and Enhancing the Natural Environment relies heavily on partnership work with a number of environmental organisations. The Council supports five main environmental organisations with annual funding in accordance with service level agreements (SLAs). These organisations provide progress reports each year which are published on the Council's natural environment webpages. 2016/17 reports are available here - www.cherwell.gov.uk/biodiversitypartners 2017/18 SLAs have been set up and service delivery is on track.										
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	★	?
1) What has happened? Following the production of the Sustainable Transport Strategy for Bicester and the identification of Bicester as a Healthy New Town a number of projects are underway to support walking and cycling within the town. This include the installation of wayfinding signage, the installation of increased cycle parking, the marking of 5k health routes and the promotion of green spaces and cycle routes.										
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	★	?
1) What has happened? National Clean Air Day on 15 June 2017. Information and messages on actions individuals can take to reduce vehicle emissions was sent out through social media by Comms. Article was also put in the All Staff Briefing and Cherwell Link.										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1 Deliver at least 190 Units of affordable housing	Quarterly	16.00	43.00	★*	?	16.00	43.00	★*	?
1) What has happened? The first quarter target has been exceeded by 25 units and remains looking strong for quarter 2. The main delivery has been on Kingsmere, Bicester, Stratton Park, Bicester, Cotefield Farm, Bodicote and Hanwell View, Banbury.										
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	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? The Housing Strategy and Partnerships Team as part of the overall affordable housing delivery in Cherwell are monitoring sites which are delivering over and above the affordable housing policy requirement. At present there are several sites which will deliver greater numbers than the 30/35% affordable requirements including the Council's Build sites which are delivering 100% affordable housing. There is a site in Bodicote, Bicester and Banbury where the Council have secured a greater number of affordable homes than policy requires.										
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	0	▲	?	2	0	▲	?
1) What has happened? 3 jobs have been slightly delay and have taken longer than anticipated via the contractors. We have 7 approved grants. Works are underway at 4 and completion of 3 is imminent. Availability and promotion of these grants are on-going.										

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3) What actions are we taking? We keep the need to revise the grant offer.										
4) When will we see improvement? Works are underway at 4 premises and we expect 3 of those to complete in June.										
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	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? This is the first quarter of the new corporate debt and money advice contract which will provide Cherwell residents with free and independent debt and money advice for the next two years. The contract includes an option for Cherwell to extend this agreement for a further year if approved by Cherwell members.										
The contract is expected to play a key role in supporting residents affected by the various welfare reforms being introduced including the full role out of Universal Credit into the Cherwell District in October and November 2017 and to support those working but Just About Managing (JAM's). The contract also requires Citizens Advice North Oxfordshire and South Northants to provide person budgeting support for those identified by DWP as needing specialist support when claiming Universal Credit and to promote the use of affordable loans and saving opportunities through the local Credit Union.										
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	★	➡
1) What has happened? Cherwell go live with full digital Universal Credit service in September. A project team has been established to ensure that residents, partners and the team are ready for Universal Credit. This includes training for internal teams, a forum for partners and working with our JCP Universal Credit partners.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2a Average time taken to process new Housing Benefit claims	Monthly	22.00	1.00	★*	✔	22.00	15.01	★*	✘
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2b Average time taken to process change in circumstances	Monthly	8.00	4.70	★*	✔	8.00	5.04	★*	✘
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	4.70	★*	✔	10.00	5.49	★*	✘
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	★	➡
1) What has happened? The Homeless Prevention Action Plan measures have remained for the same as 2016/17. There are 31 actions identified within the action plan which are delivered in partnership with a range of community and faith groups within the district.										
Officers continue to be involved in working in partnership with the other Oxfordshire District Councils, Oxfordshire County Council and Oxfordshire Clinical Commissioning Group to oversee an approved plan to de-commission beds within the Adult Homeless Pathway as a result of the County Council withdrawing funding. Cherwell have agreed a financial contribution of £62,700 per year for the next three years which guarantees Cherwell access to 11 beds based in Oxford providing 24 hour support for people found rough sleeping with multiple/complex support needs and 13 beds based within the Cherwell District providing a lower level of support to enable individuals to move onto alternative accommodation.										

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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	45	●	✖	41	45	●	✖
<p>1) What has happened? Numbers in temporary accommodation have increased. We have 7 households waiting to move into permanent accommodation as soon as it is ready. This would bring numbers back within target</p> <p>2) Why has it happened? Temporary Accommodation is a statutory duty the council has to meet. Numbers fluctuate depending on how many household approach for assistance who need to be placed and how many move out to a permanent offer of suitable accommodation. We have a portfolio of accommodation within which we can usually stay within target but have seen an increase in the numbers approaching for assistance which has lead to us exceeding the target</p> <p>3) What actions are we taking? Temporary accommodation is actively monitored weekly in the team with good joint working to enable clients to move on as quickly as possible. As numbers approaching are starting to increase we will review our arrangements and consider further actions we may be able to take to maintain our current target.</p> <p>4) When will we see improvement? We will be working to improve and be back in target by the end of the next quarter. This will be dependent on the amount of property offers and new build housing that become available and are suitable for homeless clients to move into.</p>										
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	★	➡
<p>1) What has happened? We have had no repeat homeless cases as defined by DCLG P1E reporting guidance. This reflects the dedicated work of the Housing Needs Team to ensure offers made to clients resolve their housing issues in the long term.</p>										
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	0	▲	?	1	0	▲	?
<p>1) What has happened? We currently await completion of 6 approved grants. A review of the grant is underway, including the possibility of increasing scope of eligible work and levels of funding.</p> <p>2) Why has it happened? Cherwell Energy Efficiency Project grants are discretionary grants provided to encourage landlords to improve energy efficiency and comfort of their private rented accommodation. This is reactive work and, although we fund and promote these grants, we are unable to control uptake, speed of process or works on site.</p> <p>3) What actions are we taking? We are continuing to promote these grants to landlords and propose to undertake a review of the grant terms to ensure they are suitably attractive to meet our needs and encourage applications.</p> <p>4) When will we see improvement? This activity is essentially reactive so difficult to specify, however we expect to achieve the annual target set.</p>										
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	Very behind schedule	▲	?	Delivering to plan	Very behind schedule	▲	?
<p>1) What has happened? Real concerns about proposals to downgrade and relocate services.</p> <p>2) Why has it happened? Oxford Clinical Commissioning Group progressing downgrades and relocation despite threats of legal challenge and referral to Secretary of State.</p>										

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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	★	➡
1) What has happened? Reference group reflection on progress made over the past twelve months on areas of concern for the partnership agencies involved. Development of the parental involvement toolkit in 11 of the partnership schools in Banbury.										
3) What actions are we taking? Final workshop held in the series of to reframe the focus of Brighter Futures. Connection made with Innovation Unit to provide advice on service and project development.										
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	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	?
3) What actions are we taking? We are awaiting the outcome of the Charter review and are in dialogue with business owners. Once the review is complete the business case will be revisited and amended accordingly.										
4) When will we see improvement? It is anticipated that the review will be completed in Q2, therefore progress is expected to be made by the end of the 2nd quarter. This is however dependent on the outcome of the review and the impact of any restrictions/charges imposed as a result.										
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...	137,388...	★*	✔	387,000...	403,004...	★*	?
1) What has happened? Compared to the same quarter in 2016 usage figures for the Leisure Facilities have increased overall. Strong performance has been identified at both Bicester Leisure Centre and Woodgreen Leisure Centre with Bicester LC demonstrating a circa 7,000 increase and Woodgreen LC a 5,000 increase. Marginal improvements are seen at Kidlington Leisure Centre circa 2,000 against same period last year. Spiceball LC is in line with the previous year										
5) Excellent Performance Excellent performance at CDC Leisure Facilities - usage will continue to be monitored on a monthly basis and form part of monthly client meetings as a topic of discussion										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of Visits/Usage to District Leisure Centres	Monthly	11,000.00	123,983...	★*	✔	33,000.00	365,338...	★*	?
1) What has happened? Please see overarching commentary in CBP3.5.1										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1b Number of visit to Cooper, NOA and WGLC	Monthly	11,000.00	13,405.00	★*	✔	33,000.00	37,666.00	★*	?
1) What has happened? Please see overarching commentary in CBP3.5.1										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.2 Undertake feasibility studies for new indoor leisure facilities in Banbury and Bicester	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? Draft feasibility studies received. Current being reviewed by officers prior to Executive Report in October.										
5) Excellent Performance Draft studies received in advance of plan										
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	★	?
1) What has happened? Construction works on target with anticipated handover mid August 2017 for 1 September opening by newly appointed leisure operator.										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
5) Excellent Performance On target										
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		
1) What has happened? There was a delay to the consultation. 4) When will we see improvement? Progress will be made in the next quarter.										
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	Very behind schedule			Delivering to plan	Very behind schedule		
1) What has happened? The Council are still engaged in discussion with contractor to review and agree the design. 4) When will we see improvement? It is expected to see significant progress by Quarter 2.										
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		
1) What has happened? Arrangement have been put into place with Citizens Advice to manage a range of volunteering options to benefit both charitable/voluntary organisations and individuals over the next two years with a view to improving volunteering in the district.										
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		
1) What has happened? Work being undertaken in Bicester in conjunction with the Healthy New Town initiative to promote 'little lunches' in smaller localities but along the ' Big Lunch' model to improve neighbourhood cohesion and reduce social isolation										
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		
1) What has happened? Quarterly meeting to highlight areas of concern and where a multi agency approach may unlock new ways of thinking or resources.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.1 Continue programme of Conservation Reviews (5pa)	Quarterly	0	0			0	0		
1) What has happened? No new conservation areas were planned to be delivered in this period.										
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	90.91			50.00	81.82		
1) What has happened? A performance figure of 91% was achieved in June.										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
5) Excellent Performance 91% is an improvement on the previous month and exceeds the target for major applications. This has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.4 Processing of non-major applications within 8 weeks	Monthly	65.00	93.94	★*	👍	65.00	91.40	★*	👎
1) What has happened? Performance in June was 94%. 5) Excellent Performance Performance for June remains high and is significantly above the national target.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.6 Major Planning appeals allowed	Monthly	10.00	0.00	★*	👍	10.00	4.55	★*	👍
CBP3.7 - Protect Our Built Heritage	CBP3.7.7 Non Major Planning appeals allowed	Monthly	10.00	2.42	★*	👎	10.00	1.26	★*	?
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	★	➡
1) What has happened? The roll-out of Superfast Broadband across Cherwell is continuing to plan up to Dec 2017. The final 5% of premises remain a challenge and during July a key meeting was attended with Oxfordshire County Council to meet many of the mobile service providers already operating in parts of the County with a view to understanding how CDC might work in partnership to address premises that are not commercially viable. Meanwhile, Government work on this national challenge may reveal solutions and potential funding sources over the coming months applicable to this district.										

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

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
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	★	?
1) What has happened? Good progress continues on the website projects with both council sites on track to go live in September 2017.										
CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.3 Percentage of Council Tax collected, increasing Council Tax Base	Monthly	30.00	33.47	★*	👍	30.00	33.47	★*	👍
CBP4.1 - Reduce the cost of providing our services through efficiencies	CBP4.1.4 Percentage of business rates collected, increasing NNDR Base.	Monthly	30.00	34.95	★*	👍	30.00	34.95	★*	👍
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	9,487	★*	👍	12,000	28,274	★*	👍
2) Why has it happened? During the first quarter there has been a marked increase in the level of engagement in both Facebook & Twitter sites. There has also been an increase in level of reports regarding issues in the district via social media channels.										

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

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
In relation to the target set for Facebook activity, if current levels continue at the same or higher rate, this measure will reach the 10,000 milestone in the near future.										
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Monthly	3,000	6,780	★	👍	9,000	20,224	★	👍
1) What has happened? As above										
CBP4.2 - Communicate effectively with local residents & businesses, access to services online	CBP4.2.2 Making five more services available online	Quarterly	Delivering to plan	Slightly behind schedule	🟡	?	Delivering to plan	Slightly behind schedule	🟡	?
1) What has happened? On-going - expect progress when new council website available. 3) What actions are we taking? New council website under construction.										
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	Slightly behind schedule	🟡	?	Delivering to plan	Slightly behind schedule	🟡	?
1) What has happened? Introduction of online booking facilities will be in place,when the new website is up and running.										
CBP4.4 - Deliver the outcomes of the commercial strategy to reduce the funding gap in the MTRP	CBP4.4.1 Growing existing income for services we currently trade	Quarterly	Delivering to plan	Slightly behind schedule	🟡	?	Delivering to plan	Slightly behind schedule	🟡	?
1) What has happened? Good progress is being made with regards to major commercial projects in Bicester (e.g. innovation centre). 2) Why has it happened? Succeeding in a commercial environment training has been launched with good feedback.										
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	★	?
1) What has happened? CSN resources was established in April 2017.										
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? There has delayed the development of some feasibility studies. 4) When will we see improvement? Progress has been made with regards to the commercial development training programme and key projects including the Innovation Centre and Franklin House.										
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	Slightly behind schedule	🟡	?	Delivering to plan	Slightly behind schedule	🟡	?
1) What has happened? The new commercially focused Asset Management System is in the process of being developed. In the meantime, the team continues to take opportunities to boost income. 2) Why has it happened? The change to a commercially focused Asset Management System has required external input which has meant longer timescales for completion. 3) What actions are we taking? Large amount of research has been undertaken and reports are being prepared to suggest appropriate ways of bringing about the AMS recommendations. Expect these to be available in Autumn 2017 and implemented thereafter.										

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

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
4) When will we see improvement?										
Autumn 2017.										
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	★	?
4) When will we see improvement?										
All reports to members have contained full legal implications. Due diligence has been carried out and expert external legal advice obtained where necessary.										
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	★	?
4) When will we see improvement?										
All companies have been incorporated as required. The most recent companies to be incorporated is CSN Recourse and CSN Associates which were incurred as required by the product timetable										