

Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>✓ HMN1 Work with partners and landlords to settle refugees into suitable accommodation in Cherwell through a Migration Moving Plan</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule
<p>HMN1 Q1 - Q4 Deliver properties identified through LAHF 2</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Apr 2024	31 Mar 2025	Delivering to plan	3 further homes were delivered by Soha with LAHF Round 2 funding this Quarter. 7 of 20 homes have now been delivered which is in line with the delivery plan. We expect Sanctuary to deliver the first of their 11 homes which are being brought back into use with LAHF Round 2 funding in Quarter 3.
<p>HMN1 Q2 Extend community liaison and settlement support provided for new residents to capture newly settled families from Afghanistan.</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Jul 2024	30 Sep 2024	Delivering to plan	<p>Regular ESOL classes have been arranged. A recent job fair event was successful and attracted both local residents and local refugees seeking work. Work continues to help refugee families settle well.</p> <p>A community event was held at the beginning of September where various organisations and partners were invited from the community. Through this event networking was a priority and ideas that were brought forward are being explored. Further events will be planned early next year.</p>
<p>HMN1 Q3 Continue to identify hosts and work across Oxfordshire system to identify suitable properties and protocols for dealing with PRS Landlords.</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>HMN1 Q4 Re-let accommodation in Town Centre House following successful completion of restoration work funded through LAHF1.</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	<p>Cllr N Cotter</p>	<p>01 Jan 2025</p>	<p>31 Mar 2025</p>	<p>N/A</p>	<p>Activity not yet started – due to commence in Q4.</p>

Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HMN2 To continue delivering on our Housing that meets our needs priority through the development of a new housing strategy	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr N Cotter	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule
HMN2 Q1 Review existing strategy and develop evidence base for new strategy and its goals	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr N Cotter	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
HMN2 Q2 Identify key themes and objectives, feeding into Local Plan consultations	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr N Cotter	01 Jul 2024	30 Sep 2024	Delivering to plan	Key themes identified and draft strategy presented to Executive in September. Agreed by Executive to commence consultation on themes and draft strategy
HMN2 Q3 Deliver draft strategy for consultation with stakeholders and residents	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr N Cotter	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HMN2 Q4 Launch new strategy and communicate with widest stakeholder group	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr N Cotter	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HMN3 Identify the Housing and Infrastructure our communities need in the future to create a healthy, thriving and sustainable Cherwell through developing our new Local Plan.	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule
HMN3 Q1 Evidence gathering and preparation	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
HMN3 Q2 Evidence gathering and preparation	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Jul 2024	30 Sep 2024	Delivering to plan	A regulation 19 proposed plan is in preparation supported by evidence. It is scheduled to be presented to the Council's Executive in December.
HMN3 Q3 Present the Proposed Plan (Reg. 19) to the Council's Executive for approval and then consult on the Proposed Plan	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HMN3 Q4 Consider response to consultation and present Submission Plan to Council for approval	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Supporting environmental sustainability

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ SES1 As part of our climate action commitments, we will review and update our Air Quality Management Action plan to ensure its effectiveness and suitability	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule.
SES1 Q1 to produce report for Exec to provide update on air quality monitoring for 2023. To approve the draft revised existing air quality action plan. To consider revocation of a number of Air Quality Management Areas (AQMAS)	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
SES1 Q2 Follow up actions from Executive decisions i.e. revoke the Air Quality Management Areas (AQMAS)	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	Delivering to plan	The updated Air Quality Action Plan has been submitted to Defra (Department for Environment Food and Rural Affairs) for comment and approval.
SES1 Q3 Review and produce new Air Quality Management Action Plan and submit to DEFRA		Cllr R Parkinson	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>SES1 Q4 Engage with partners on the revised actions arising as a result of the new plan</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	<p>Cllr R Parkinson</p>	<p>02 Jan 2025</p>	<p>31 Mar 2025</p>	<p>N/A</p>	<p>Activity not yet started – due to commence in Q4.</p>

Annual Delivery Plan - Supporting environmental sustainability

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ SES2 To progress activity within Climate Action Plan to support communities to develop and implement plans to make all of the district a more sustainable place to live and work.	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule.
SES2 Q1 Implement, review and report on progress of project in Q1	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
SES2 Q2 Implement, review and report on progress of projects in Q2	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Jul 2024	30 Sep 2024	Delivering to plan	In the Q1, out of total 122 Climate Actions, 87 actions were On-going, 20 actions were On-hold, 7 actions were got Completed, and 8 actions were Not applicable anymore. The actions were further marked as per their RAG ratings for Q1, and out of total 122 Climate Actions, 75 actions were in Green, 26 were in Amber and 21 actions were in Red. In this quarter we have commissioned the Solar Strategy, Scope 3 Emission, and Fleet Decarbonizing study. We have supported and will continue to support on Pre-deployment work of Local Area Energy Planning (LAEP). We are in the process of commissioning two studies on Carbon Baseline for the District and decarbonizing Council's Estate.
SES2 Q3 Implement, review and report on progress of projects in Q3	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
SES2 Q4 Implement, review and report on progress of projects in Q4 and report on conclusion of the three-year programme.	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Supporting environmental sustainability

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ SES3 Move to a smaller, greener HQ with better public transport, walking and cycling opportunities to reduce costs and reliance on cars.	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule.
SES3 Q1 Appoint contractor to undertake Castle Quay fit-out refurbishment works	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
SES3 Q2 Carry out Castle Quay fit out refurbishment works	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Jul 2024	30 Sep 2024	Delivering to plan	Works almost complete
SES3 Q3 Office preparation and relocation works to enable transfer of staff to new accommodation	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
SES3 Q4 Bodicote House cleared	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>✓ EEV1 To deliver key projects within the third year of the UK Prosperity Fund and Rural England Prosperity Fund</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
<p>EEV1 Q1 Implement, review and report on progress of projects in Q1.</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone is completed
<p>EEV1 Q2 13 Projects from Q1 continue. Four projects start in Q2 • Support for Economically Inactive residents • Green Construction Skills courses • Business Support scheme • Rural Business grants scheme</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	Delivering to Plan	During Q2 thirteen projects delivering in Q1 continued, with one project completing (flood lighting at Whitelands sports ground) and four new projects were launched: (i) Support for Economically Inactive Residents (ii) Free Green Construction Skills courses (iii) Business Support programme for start-up and growing businesses (iv) Rural Business Grants scheme.
<p>EEV1 Q3 Flood lighting at Whitelands sports ground, Bicester completed 16 Projects from Q1 and Q2 continue Three projects start in Q3 • Active Travel scheme in rural areas • Creation of village growing spaces • Decarbonisation support for businesses</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
EEV1 Q4 All projects are scheduled to be complete in Q4	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV2 To continue the development of the Banbury Vision 2050, which will identify short and long terms measures to regenerate the town centre	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Slightly behind schedule	Work continues to develop Banbury Vision 2050 reflective of changes to the approach in line with administration priorities.
EEV2 Q1 Master planners appointed to prepare non-statutory Banbury 2050 masterplan	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone is completed
EEV2 Q2 Masterplan engagement complete	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	Behind schedule	Town centre engagement has been ongoing with partners to develop an action plan for short term and long term town centre priorities; however, the development of a masterplan approach is being reviewed.
EEV2 Q3 Draft masterplan prepared and consultation completed	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3
EEV2 Q4 Banbury 2050 masterplan approved and endorsed by partners	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV3 To develop a plan for reimagining Bicester and ensure existing and new communities benefit from short and long-term measures of the Garden Town principles	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
EEV3 Q1 Procurement of design consultants to Market Square Project. Programme of stakeholder consultation events/surveys. Master planners appointed to prepare non-statutory Bicester masterplan.	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone is completed
EEV3 Q2 Market square consultation continues	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	Delivering to Plan	An engagement event for the business sector was held in July and prompted clarification of the project's objectives. Further engagement events to gather input from both the business sector and local community groups are scheduled for October.
EEV3 Q3 Market Square final scheme design fix. Draft masterplan prepared	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>EEV3 Q4 Market Square approval of plans and Planning App/construction phase. Bicester masterplan approved and endorsed by partners</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	<p>Cllr L McLean</p>	<p>01 Jan 2025</p>	<p>31 Mar 2025</p>	<p>N/A</p>	<p>Activity not yet started – due to commence in Q4</p>

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV4 Developing a Kidlington Vision	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
EEV4 Q1 Establish oversight board for Kidlington Vision	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone is completed
EEV4 Q2 Commence engagement with communities and stakeholders	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	Slightly behind schedule	A programme of stakeholder events has been scheduled to take place during Q3 and Q4.
EEV4 Q3 Develop draft Kidlington Vision	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3
EEV4 Q4 Consult on draft Kidlington	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>✓ HRE1 To develop a framework that determines the effectiveness and positive impact of the wellbeing strategy on our communities</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	31 Mar 2025	Delivering to plan	This priority overall is delivering to schedule.
<p>HRE1 Q1 Draft impact framework based on current data capture</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
<p>HRE1 Q2 Consult stakeholders on their contributions</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jul 2024	30 Sep 2024	Delivering to plan	We collected information from partners, stakeholders and residents through Workshops as part of Strategy Workshop follow up. We also collected information from through surveys to ensure we were capturing stakeholders information and views. Six month impact report to be produced.
<p>HRE1 Q3 Present for sign off and disseminate</p>		Cllr R Pattenden	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
<p>HRE1 Q4 Capture impact of the actions delivered from the strategy action plan, including annual surveys and partner contributions. Report on it.</p>		Cllr R Pattenden	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE2 To respond to the Food Insecurity Emergency and improve outcomes for our residents through delivery of the Cherwell Food Action Plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule.
HRE2 Q1 Develop an annual delivery plan and report to Overview and Scrutiny	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
HRE2 Q2 Hold stakeholder event to generate interest and encourage new delivery partners involvement	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	Delivering to Plan	We have engaged across CDC at existing events with food groups. These include the Cherwell Food Network, Brighter Futures, Schools meeting and other community meetings. We are working with partners to deliver the food action plan.
HRE2 Q3 Consider future budget and funding need beyond our own resources	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HRE2 Q4 Reset Year 2 targets and report on achievements	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE3 To work with partners on delivering against agreed actions to protect women and girls from violence	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to plan.
HRE3 Q1 To Review and report on partner activity as agreed in the delivery plan for Q1	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
HRE3 Q2 To review and report on partner activity as agreed in delivery plan for Q	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	Delivering to Plan	A regulation 19 proposed plan is in preparation supported by evidence. It is scheduled to be presented to the Council's Executive in December.
HRE3 Q3 Review and report on Q3 milestones as set out in delivery plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HRE3 Q4 Review success and outcomes and explore opportunities to sustainably continue the work	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>✓ HRE4 To consider and deliver actions that will improve the experience of residents in relation to the cost of living by enabling voluntary and community groups to deliver services through the redistribution of central government grants</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to plan.
<p>HRE4 Q1 Refresh the Cost of Living action plan based on the delivery of the 23/24 plan. Search for and secure external funding for this area of work</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
<p>HRE4 Q2 Undertake stakeholder engagement to help reflect on good practice and degrees of success and replicability in current programme. Search for and secure external funding for this area or work.</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jul 2024	30 Sep 2024	Delivering to Plan	We have meet with networks and partners to discuss the projects to date and evaluate how they have gone. We plan to continue projects into the winter making changes where they were identified. We had multiple deprivation meetings at CDC to help shape the cost of living plan for 2024/25
<p>HRE4 Q3 Develop a winter impact strategy and deliver. Search for and secure external funding for this area of work</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>HRE4 Q4 Monitor and evaluation to coincide with the work of the FIWG. Search for and secure external funding for this area of work</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	<p>Cllr R Pattenden</p>	<p>01 Jan 2025</p>	<p>31 Mar 2025</p>	<p>N/A</p>	<p>Activity not yet started – due to commence in Q4.</p>

Annual Delivery Plan - Organisational Health

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ COR1 Identifying future services delivery options, to ensure efficiency, best use of resources and continuous improvement through Transformation Programme and Balanced MTFS	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to plan.
COR1 Q1 Agree transformation and budget process/complete current transformation reviews	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Apr 2024	30 Jun 2024	Completed	Activity in this milestone has completed.
COR1 Q2 Develop draft transformation and saving proposals	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Jul 2024	30 Sep 2024	Delivering to Plan	The Transformation budget process is progressing to plan. Phase 2 is scheduled to conclude w/c 07/10/2024 and Phase 3 (final phase) is on track to conclude mid November. Outputs from these 2 phases will provide savings opportunities.
COR1 Q3 Consultation on savings and Transformation Proposals	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
COR1 Q4 Agree Budget and MTFS	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q3.