

Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HMN1 Work with partners and landlords to settle refugees into suitable accommodation in Cherwell through a Migration Moving Plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Apr 2024	31 Mar 2025	Slightly behind schedule	This priority overall is slightly behind schedule
HMN1 Q1 - Q4 Deliver properties identified through LAHF 2	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Apr 2024	31 Mar 2025	Slightly behind schedule	4 further homes were delivered with LAHF Round 2 funding this quarter, including the first Sanctuary long-term void refurbished homes. 11 of 20 homes have now been delivered which is in line with the delivery plan. Works are underway on the remaining 9 homes which are expected to be delivered in Quarter 4.
HMN1 Q2 Extend community liaison and settlement support provided for new residents to capture newly settled families from Afghanistan.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Jul 2024	30 Sep 2024	Completed	Activity in this milestone has completed.
HMN1 Q3 Continue to identify hosts and work across Oxfordshire system to identify suitable properties and protocols for dealing with PRS Landlords.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr N Cotter	01 Oct 2024	31 Dec 2024	Slightly behind schedule	23 refugees have been settled throughout the district and there is now a central rematching team to support Ukrainian refugees particularly who are seeking new host families.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
HMN1 Q4 Re-let accommodation in Town Centre House following successful completion of restoration work funded through LAHF1.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	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
✓ 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	Completed	Activity in this milestone has completed.
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	Delivering to Plan	Consultation was completed during Q3 and ceased at end of November. Final version of the strategy is on the forward plan for the Feb Exec
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	Completed	Activity in this milestone has completed.
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	Delivering to Plan	The Proposed Local Plan was presented and approved by the Council's Executive in December 2024. Consultation commences on 19 December 2024.
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 (AQMA's)	<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 (AQMA's)	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	Completed	Activity in this milestone has completed.
SES1 Q3 Review and produce new Air Quality Management Action Plan and submit to DEFRA	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Oct 2024	31 Dec 2024	Delivering to Plan	The 2024 Air Quality Action Plan has been approved by Defra. The 2024 Annual Status Report, reporting on the monitoring undertaken in 2023 has also been approved by Defra. Copies of both documents are available on the air quality page on the website at the following link: https://www.cherwell.gov.uk/downloads/download/1069/air-quality-management

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	Completed	Activity in this milestone has completed.
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	Delivering to Plan	In the Q3, out of total 126 Climate Actions, 107 actions were On-going, 15 actions were On-hold, and 4 actions were got Completed. The actions were further marked as per their RAG ratings for Q3, and out of total 126 Climate Actions, 84 actions were in Green, 27 were in Amber and 15 actions were in Red. We've commissioned three studies on Carbon Baseline for the District, decarbonizing Council's Estate and decarbonization of CDC's Fleet. We are in the process of identifying existing and emerging methodologies for nature-based carbon sequestration and evaluating each within the context of Cherwell to explore sequestration potential, carbon storage, and associated challenges or risks to assess the district's overall potential. Additionally, we are commissioning studies on the ecological baselines of Cherwell's natural sites to support further interpretation and helping to develop a holistic management plan that balances biodiversity gains, ecosystem services (e.g., carbon capture), and community benefits.

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
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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	Completed	Activity in this milestone has completed.
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	Delivering to Plan	On target for Mar 2025 project completion. Contract award complete. Strip out complete. Fit out works underway and currently on programme and budget. Other work packages awarded and/or out for tender. Work underway to clear Bodicote House ahead of the move to Castle Quay in February 2025, with further clearance works to vacate and secure Bodicote House planned for Mar 2025.
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 has 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	Completed	Activity in this milestone has completed.
<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	Delivering to Plan	During Q3 the sixteen projects delivering in Q2 continued, and three new projects launched: *Active Travel scheme in rural areas *Creation of village growing spaces *Decarbonisation support for businesses.

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
<p>✓ EEV2 To continue the development of the Banbury Vision 2050, which will identify short and long terms measures to regenerate the town centre</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>EEV2 Q1 Master planners appointed to prepare non-statutory Banbury 2050 masterplan</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 has completed.
<p>EEV2 Q2 Masterplan engagement complete</p>	<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.
<p>EEV2 Q3 Establish the principle of an Area Framework and begin development of a new Area Plan & prepare for the implementation of a Banbury Area Oversight Group (AOG) New Milestone</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	Completed	Following the Executive approval of the Area Oversight Groups and Framework approach to managing major development and regeneration across the three principal areas of Bicester, Banbury and the Kidlington and Four Parish area, revised milestones have been inserted to reflect the changes to the approach of Area Plans. The work completed on Banbury Vison is due to be published in Quarter 4 and will be included in the evidence pack to support the Area Framework development going forwards.

EEV2 Q4 To develop the principles for the Area Plan and to hold the first Banbury AOG by the end of March 2025, with the publication of the existing Banbury 2050 Vision report. New Milestone	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Milestone updated and plans in progress to achieve the milestone
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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 reimaging 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 has 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	Completed	Activity in this milestone has completed.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>EEV3 Q3 Market Square scheme design development on-going with a new date agreed for the final design to be completed in Feb 2025 (Q4). Establish the principle of an Area Framework and begin development of a new Area Plan & prepare for the implementation of a Bicester Area Oversight Group (AOG) to replace the existing Strategic Oversight Board.</p> <p>New Milestone</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	Completed	<p>Engagement events regarding the Market Square project continued, gathering input from both the business sector and the local community. Final concept designs are scheduled to be completed by end February 2025, as agreed with the PH ahead of seeking Executive approval of the design.</p> <p>The establishment of Area Oversight Groups (AOGs), with the objective of producing Area Plans, was approved by Executive on 04 November 2024. This led to the Bicester Strategic Oversight Partnership agreeing at its December meeting that it would regroup as the Bicester AOG, with its first meeting scheduled in February or March 2025. The Bicester Area Plan will replace the Bicester non-statutory masterplan originally programmed. The Area Plan will be developed during January and February, and a draft presented to the Bicester AOG at its March meeting for discussion and further development.</p>
<p>EEV3 Q4 Market Square final concept design to be completed by the end of February 2025 as agreed with the PH, to develop the principles for the Area Plan and to hold the first Bicester AOG by the end of March 2025</p> <p>New Milestone</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	<p>Milestone updated and plans in progress to achieve the milestone</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 has 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 Establish the principle of an Area Framework and begin development of a new Area Plan & prepare for the implementation of a Four Parishes Area Oversight Group (AOG) New Milestone	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	Completed	The establishment of Area Oversight Groups (AOGs), with the objective of producing Area Plans, was approved by Executive on 04 November 2024. The AOG for Kidlington will include Yarnton, Begbroke, and Gosford and Water Eaton, and will be known as the Four Parishes AOG. The Four Parishes Area Plan will replace the Kidlington Vision originally planned. Work to establish the the Area Plan and the first AOG meeting are being scheduled for Q4.
EEV4 Q4 To develop the principles for the Area Plan and to hold the first Four Parishes AOG by the end of March 2025 New Milestone	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Milestone updated and plans in progress to achieve the milestone

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE1 To develop a framework that determines the effectiveness and positive impact of the wellbeing strategy on our communities	<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.
HRE1 Q1 Draft impact framework based on current data capture	<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.
HRE1 Q2 Consult stakeholders on their contributions	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jul 2024	30 Sep 2024	Completed	Activity in this milestone has completed.
HRE1 Q3 Present for sign off and disseminate	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Oct 2024	31 Dec 2024	Slightly behind schedule	Presenting outcomes in February 2025 at CLT and Overview & Scrutiny that will capture baseline data from the Annual Satisfaction Survey. Once these have been presented and agreed this will bring the milestone up to date.
HRE1 Q4 Capture impact of the actions delivered from the strategy action plan, including annual surveys and partner contributions. Report on it.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	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	Completed	Activity in this milestone has completed.
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	Delivering to Plan	We have secured funding through the Cherwell Food Action plan and Household Support Fund Round 6.
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 schedule.
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 Q2	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	Completed	Activity in this milestone has completed.
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	Slightly behind schedule	Referrals are slightly behind target. 4 Young people have signed up for the 1-2-1 sessions 12 young people for the group sessions in schools To date there are 10 young people who are engaged in the 1- 2-1 sessions and 52 1-2-1 sessions have been delivered
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
✓ 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	<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.
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	<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.
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.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jul 2024	30 Sep 2024	Completed	Activity in this milestone has completed.
HRE4 Q3 Develop a winter impact strategy and deliver. Search for and secure external funding for this area of work	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Oct 2024	31 Dec 2024	Delivering to Plan	We have created our cost of living plan which is currently being implemented and have projects being delivered with partners to help residents through the winter including our winter warmer and warm spaces projects. We have funding from Household Support Round 6 to help with this work.

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 schedule
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	Completed	Activity in this milestone has completed.
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	Delivering to Plan	The budget consultation was published as agreed on 22/11/2024 and ran for 4 weeks, closing on 23/12
COR1 Q4 Agree Budget and MTFS	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	Cllr D Hingley	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4