

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.02 No. of Homeless Households living in nightly charged (Hotel) Temporary accommodation (TA)	Cllr N Cotter	<ul style="list-style-type: none"> ▪ Kristian Aspinall ▪ Nicola Riley 	Smaller Is Better	25	25	★
<p>Year End Commentary Families are being moved on to more suitable temporary accommodation resulting in a limited stay in B&B provision. The numbers in hotel accommodation are now half that at the beginning of the financial year. With the increase in self-contained accommodation that the Council has access to combined with the overall decrease in TA population, the number in hotels is consequentially falling.</p>						
BP1.2.05 % of Homelessness cases successfully prevented rather than relief/main duty being applied	Cllr N Cotter	<ul style="list-style-type: none"> ▪ Kristian Aspinall ▪ Nicola Riley 	Bigger Is Better	61.25%	60.00%	★
<p>Year End Commentary Prevention of homelessness continues to be challenging due to the lack of affordable accommodation in the private rented sector. The team continue to experience crisis presentations with complex needs which require addressing before a suitable offer can be made. In addition affordable social lets are now becoming unaffordable to those subject to the benefit cap.</p>						
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Bigger Is Better	81.6%	60.0%	★
<p>Year End Commentary 81.6% of Major applications were determined within the NI criteria during this period. National targets for Major applications require the determined of greater than 60% within the NI criteria.</p>						

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Bigger Is Better	79.2%	70.0%	★
<p>Year End Commentary 79.2% of Non-Major applications were determined within the NI criteria during this period. National targets for Non-Major applications require the determination of greater than 70% within NI criteria.</p>						
BP1.2.10A % of Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	11.2%	10.0%	▲
<p>Year End Commentary Performance was affected by a small number of legacy major appeal decisions from earlier periods, including committee overturns and appeal outcomes influenced by changes to the NPPF and the five-year housing land supply position. These historic decisions disproportionately impacted the quality metric. Targeted actions have been implemented, including PAS-led committee review and training, strengthened senior officer input at committee, improved governance of major applications, and tighter internal controls on refusals. Strategic and operational improvement plans are now embedded. Improvement is already evident, with current quality of major decisions at 5.15%, well below the 10% threshold. Performance is forecast to remain under the threshold in the next accounting period, even if all pending appeals were allowed.</p>						
BP1.2.10Aa No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	228		n/a
BP1.2.10Ab No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	26		n/a
BP1.2.10Ac No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.10B % of Major applications overturned at appeal, based on applications determined between April 2024 to March 2026, allowing for appeal decisions up to December 2026	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	4.0%	10.0%	★
<p>Year End Commentary Currently, 4% of Major planning applications have been overturned by the Planning Inspectorate.</p>						
BP1.2.10Ba No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	185		n/a
BP1.2.10Bb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	9		n/a
BP1.2.10Bc No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.10C % of Major Applications overturned at appeal, based on applications determined between April 2025 to March 2027, allowing for appeal decisions up to December 2027	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	0.0%	10.0%	★
<p>Year End Commentary Currently, no Major planning application decisions have been overturned by the planning inspectorate.</p>						
BP1.2.10Ca No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	73		n/a
BP1.2.10Cb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	0		n/a
BP1.2.10Cc No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.11A % of Non-Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	1.4%	10.0%	★
<p>Year End Commentary 1.4% of Non-Major planning application decisions were overturned by the Planning Inspectorate at appeal.</p>						
BP1.2.11Aa No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	4,156		n/a
BP1.2.11Ab No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	59		n/a
BP1.2.11Ac Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	0		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.11B % of Non-Major applications overturned at appeal, based on applications determined between April 2024 to March 2026, allowing for appeal decisions up to December 2026	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	1.4%	10.0%	★
<p>Year End Commentary Currently, 1.4% of Non-Major applications were determined within the NI criteria during this period. National targets for Non-Major applications require the determination of greater than 70% within NI criteria.</p>						
BP1.2.11Ba No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	3,497		n/a
BP1.2.11Bb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	33		n/a
BP1.2.11Bc No. of Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	16		n/a

Measure Description	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.11C % of Non-Major Applications overturned at appeal, based on applications determined between April 2025 to March 2027, allowing for appeal decisions up to December 2027	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	1.4%	10.0%	★
<p>Year End Commentary 1.4% of Non-Major applications were determined within the NI criteria during this period. National targets for Non-Major applications require the determination of greater than 70% within NI criteria.</p>						
BP1.2.11Ca No. of Current Major Decisions	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	1,539		n/a
BP1.2.11Cb No. of Appeals allowed	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	20		n/a
BP1.2.11Cc Pending appeals	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Paul Seckington 	Smaller Is Better	23		n/a
BP1.2.13 Net Additional Housing Completions to meet Cherwell needs	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Bigger Is Better		1,582	?
<p>Year End Commentary Housing completion monitoring takes place at the end of year. Data is then reconciled with previously recorded completions and planning permissions. The figures will be confirmed in Summer 2026.</p>						

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

Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction (Days)	Cllr L McLean	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	Smaller Is Better	12	18	★
<p>Year End Commentary For the period quarter 4, new claims were put into payment within 13.02 days against a target of 18 days. Throughout the year, we have successfully and consistently met the set speed of processing targets, with a means average turnaround time for new claims of 12.27 days against a target of 18 days. These outcomes were supported by our ongoing digital transformation which now sees over 40% of our change event processes being automated or automated in part and system led workflow streamlining end-to-end processes, enabling the service to remain resilient and responsive, maintaining smooth operations even during periods of peak demand.</p>						
BP1.2.07 Average time taken to process Housing Benefit Change Events & council tax reduction (Days)	Cllr L McLean	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	Smaller Is Better	3	8	★
<p>Year End Commentary For the period quarter 4, changes were 1.60 days against a target of 8 days. Throughout the year, we have successfully and consistently met the set speed of processing targets, with a means average turnaround time for change events 2.66 days against a target of 8 days. These outcomes were supported by our ongoing digital transformation which now sees over 40% of our change event processes being automated or automated in part and system led workflow streamlining end-to-end processes, enabling the service to remain resilient and responsive, maintaining smooth operations even during periods of peak demand.</p>						
BP1.2.12 Average time taken for new applications to be responded to within 15 working days	Cllr N Cotter	<ul style="list-style-type: none"> ▪ Kristian Aspinall ▪ Nicola Riley 	Smaller Is Better	10	15	★
<p>Year End Commentary This quarter's result means that over the course of the year, new applications were responded to on average in less than 10 working days.</p>						

Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP1.2.14 % of BC full plans assessed within 5 weeks (or longer with applicant's agreement)	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Tony Brummell 	Bigger Is Better	90.73%	95.00%	●

Year End Commentary

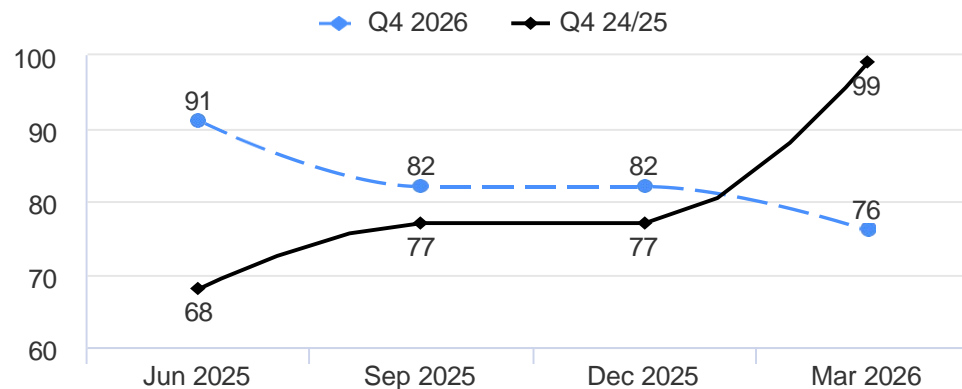
232 full plan applications out of 252 were determined within five weeks. The 20 'late' cases either arose from recording lapses or technical issues where records were inputted but not saved. In all these cases contact was maintained with the applicant which avoided a deemed approval of submitted plans. The technical error was resolved and the satisfactory closing of files is addressed at team level.

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

BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)

Numbers in TA are at the lowest level since November 2024. The number of clients within TA is falling overall. Changes to the allocations scheme in 2025 have meant that clients in TA for whom we owe or are likely to owe the main housing duty to are receiving permanent offers more quickly. This reduces time spent in TA.

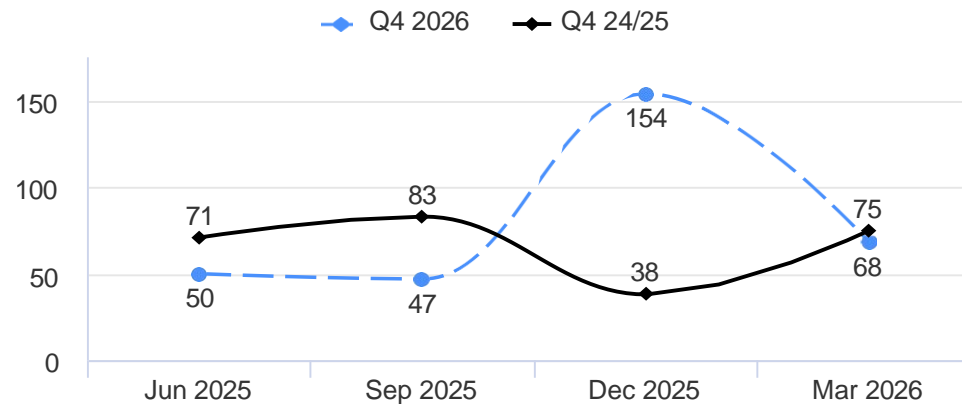
Year End Commentary





BP1.2.04 Number of affordable homes delivered


319 affordable housing completions for the year is the highest number since 2020-21. Numbers have been boosted by delivering additional affordable homes on some sites, including 100% affordable housing schemes.

Year End Commentary



Environmental stewardship - Corporate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP2.2.01 % Waste Recycled & Composted	Cllr I Middleton	<ul style="list-style-type: none"> ▪ Ed Potter ▪ Kristian Aspinall 	Bigger Is Better	49.86%	54.00%	
<p>Year End Commentary End of year recycling % will be 50% this is a 1.5% reduction compared to 2024/25. This correlates to the reduction in Garden Waste due to the dry summer and the reduced garden waste subscriptions.</p>						
BP2.2.02 % Reduction in fuel consumption	Cllr I Middleton	<ul style="list-style-type: none"> ▪ Kristian Aspinall ▪ Stuart Cruickshank 	Smaller Is Better	0.99%	1.00%	
<p>Year End Commentary We have more electric vehicles on the fleet than previous years resulting in a slight reduction of diesel consumption.</p>						

Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP2.2.03 % of Climate Action Plan delivering to target	Cllr T Beckett	<ul style="list-style-type: none"> ■ Ian Boll ■ Michael Suddens 	Bigger Is Better	59.88%	66.00%	


Year End Commentary

During 2025–2026, the Climate Programme prioritised delivery, strengthening the evidence base, and embedding climate considerations into council decision-making. By year end, of the 125 Climate Actions, 31 were completed, 77 ongoing, 13 on hold, and 4 closed as no longer relevant. Overall performance was Amber, reflecting steady progress alongside recognised capacity and infrastructure constraints.

Key progress included completion of Phase 1 of the Local Area Energy Plan (LAEP) and continued development of a Cherwell-specific LAEP and associated deliverables to inform future investment and infrastructure planning. The Programme advanced pathway studies for both CDC operations and district-wide emissions, alongside work on natural capital, biodiversity, and carbon sequestration. Following the de-prioritisation of the Climate Change Strategy, the Climate Team produced the Climate Action Plan (CAP) 2026–2027, which was approved by Executive on 7 April 2026, providing a clear short-term delivery framework. Statutory and corporate reporting milestones were met, including the Biodiversity Duty Report, annual Executive climate updates, and coordinated 2024–2025 greenhouse gas data submission with Oxfordshire County Council.

Delivery enablers progressed during the year, including Executive approval for the transition of the council fleet to HVO fuels, integration of the Carbon Impact Assessment tool into capital decision-making, continued engagement through Zero Carbon Oxfordshire Partnership (ZCOP), and strengthened leadership capacity through the appointment of a Head of Biodiversity and Climate Resilience. The year also highlighted ongoing challenges, notably electricity infrastructure constraints, limited internal capacity, and funding gaps for large-scale retrofit and decarbonisation projects, which continue to influence programme pace and prioritisation.

As the council enters a new financial year, with a robust evidence base, strengthened governance, and clearer short-term delivery priorities in place, the Programme is well positioned to build momentum and support scaled-up climate action in future years.

BP2.2.05 Total Greenhouse gas emissions for the year	Cllr T Beckett	<ul style="list-style-type: none"> ■ Ian Boll ■ Michael Suddens 	Smaller Is Better	4,014.00	3,900.00	
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Year End Commentary

Total emissions for 2024–25 are **4,014 tCO₂e**, representing a marginal reduction compared to the revised 2023–24 baseline of **4,016 tCO₂e**. The prior year figure has been restated (from 4,119 tCO₂e) following improvements to data quality, methodology, and asset coverage, providing a more robust and consistent baseline for reporting.

Overall emissions have plateaued, with reductions achieved across leisure centres, fleet, and water largely offset by increases in other areas, notably due to expanded landscape contractor activity and changes within the corporate estate. Performance from decarbonisation measures has been positive, but operational issues particularly with heat pump systems are limiting the full realisation of expected energy and carbon savings.

While emissions remain broadly consistent with pre-Covid levels, improvements to data accuracy and reporting completeness represent a strengthening of the evidence base and a positive step forward. Looking ahead, more substantial reductions are anticipated through the transition to HVO fuel for the fleet and the delivery of PSDS4-funded decarbonisation projects.

Environmental Stewardship - Directorate KPI's 2025-2026

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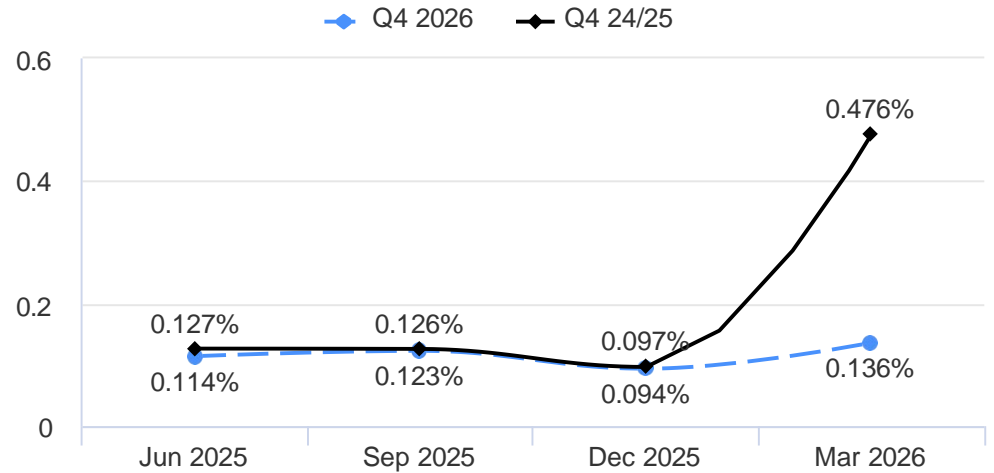
Please note there are no Directorate KPIs under this priority due to be reported during FY 2025-26

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

BP2.2.04 % of missed waste containers

Average % of missed bins is 0.12% which is comparable with other authorities.
Jan, Feb and March are always the highest quarter for missed containers as residents produce more waste over the christmas/new year period and the new garden waste subscriptions start.

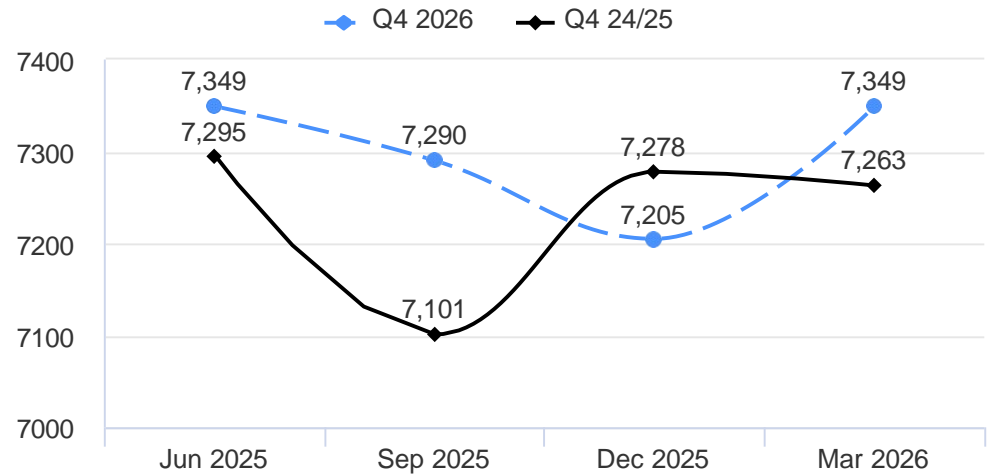
Year End Commentary



BP2.2.01d Tonnes residual household waste collected

Residual Waste has increased by 254 tonnes this is a lot less than expected due to a reduction in contamination and cost of living.

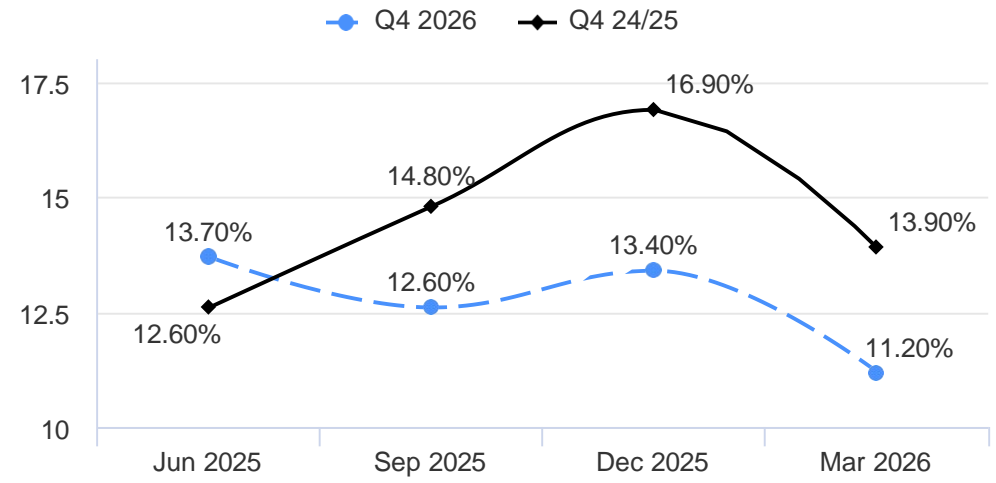
Year End Commentary



BP2.2.07 % of Recycling Contamination rate

Contamination rate has reduced by over 1% from 14.5% in 2024/25. For comparison, the average contamination rate for all councils using the MRF is 16%.

Year End Commentary



Economic prosperity - Corporate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP3.2.07 Secure non-retail-based key tenants	Cllr L McLean	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Mona Walsh 	Bigger Is Better	2	2	★
<p>Year End Commentary Terms agreed and solicitors instructed for letting of space at Castle Quay to OCC for a new Banbury Library. Lease of ex-Debenhams unit at Castle Quay completed.</p>						

Economic prosperity - Directorate KPI's 2025-2026

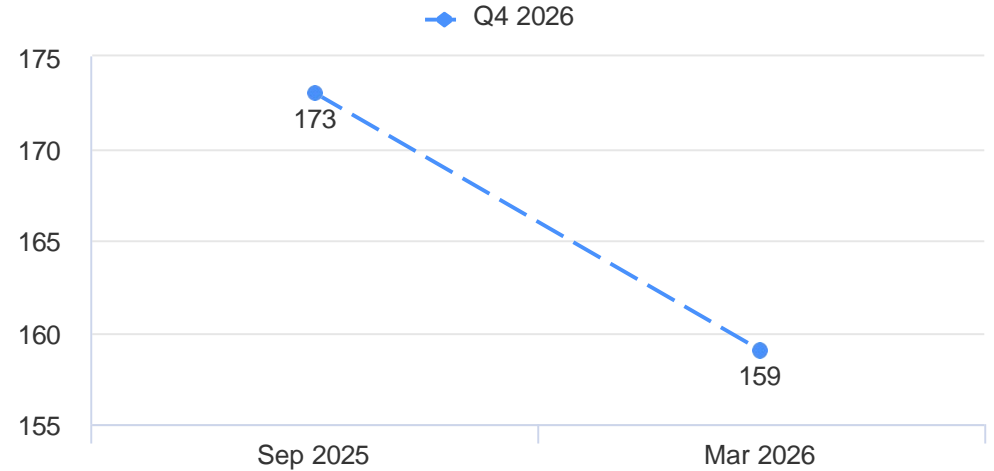
Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr L McLean	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	Bigger Is Better	97.81%	97.50%	★
<p>Year End Commentary The end of year Council Tax collection rates for 2025/26 was 97.81% with the total amount collected during the year was £147.1m. In addition, the Revenue Services team recovered £2.7m relating to Council Tax arrears from previous financial years and will continue to actively pursue all outstanding balances in line with recovery procedures including those from 2026/27.</p>						
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr L McLean	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	Bigger Is Better	97.74%	98.50%	★
<p>Year End Commentary The end of year collection rate for National Non-Domestic Rates (NDR) was 97.74%, slightly below target. Total in-year collections for 2025/26 amounted to £123.1m. The Revenue Services team also successfully collected £8.1m in Business Rates arrears from previous financial years and will continue to pursue outstanding debts in line with recovery procedures, including those from 2026/27, taking the eventual collection rate towards the 98% target.</p>						

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

BP3.2.04 No. of businesses engaged through UKSPF and REPF funded programmes

In 2025/26 a total of 332 businesses were engaged, benefitting from *business support through the Business Spark and Accelerator programmes; decarbonisation support, including grants; 1:1 support; free decarbonisation plans; and workshops * support to the Cherwell Business Awards.

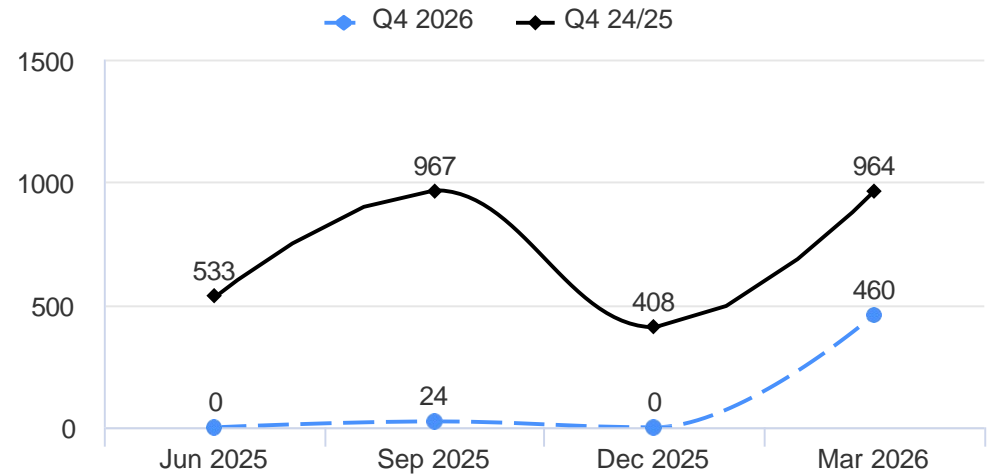
Year End Commentary



BP3.2.05 No. of residents engaged through UKSPF and REPF funded programmes

In 2025/26 a total of 484 residents were engaged, benefitting from employability support sessions through the No Limits programme and attendance at the Banbury Job Fair held at Castle Quay on 18 March 2026.

Year End Commentary



Community leadership - Corporate KPI's 2025-2026

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

Community leadership - Directorate KPI's 2025-2026

Measure	Portfolio Holder	Director/Lead Officer	Good is	Year End Actual	Year End Target	Year End R.A.G.
BP4.2.04 % of due food hygiene inspections of premises rated A-D completed	Cllr R Pattenden	<ul style="list-style-type: none"> ▪ Kristian Aspinall ▪ Tim Hughes 	Bigger Is Better	94.06%	95.00%	★

Year End Commentary

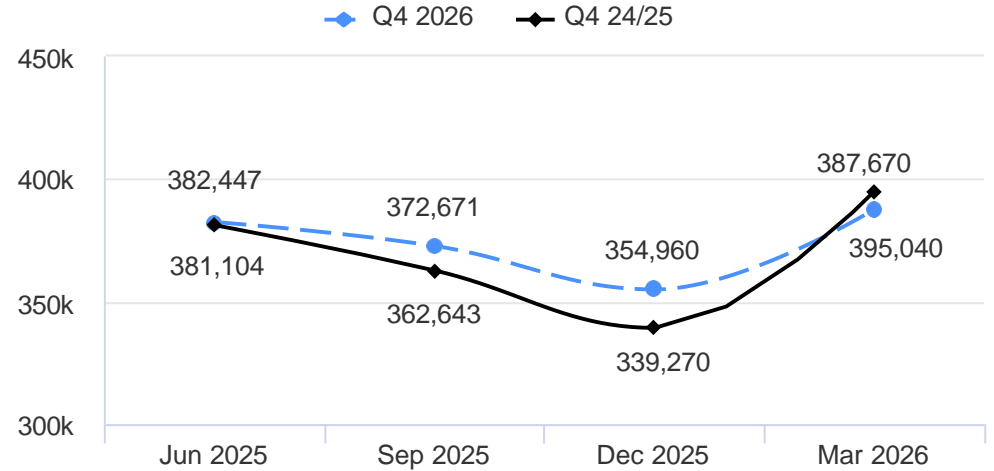
Food hygiene inspection program above 95% target for Q4. Previous quarters overdue visits were also completed.

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

BP4.2.01 Number of Visits/Usage of all Leisure Facilities within the District

Total usage figures across all 4 leisure centres have increased by circa 19,000 with the increase aligned to improved number of attendances at Kidlington Leisure Centre

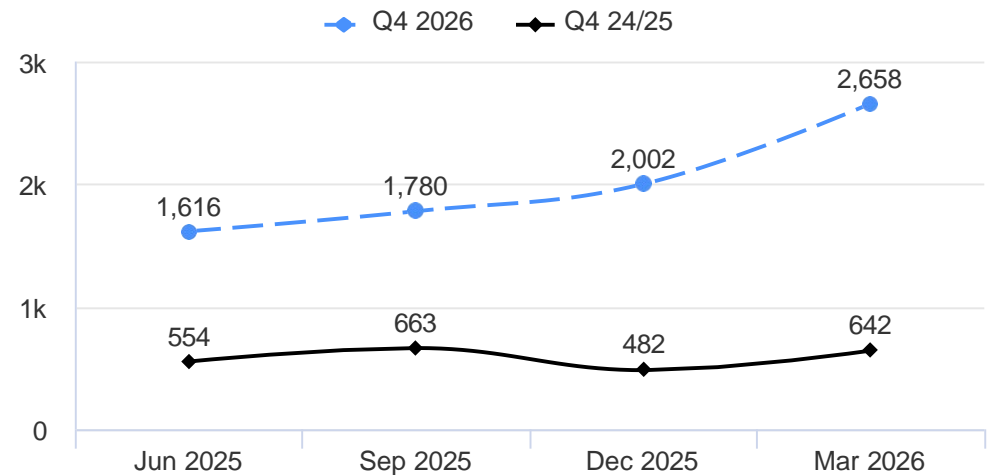
Year End Commentary



BP4.2.02 Residents who have taken part in programmes contributing to reducing health inequalities

This year has been highly successful for the Wellbeing Team's health prevention work, with You Move, Move Together and Youth Activators delivering clear improvements in health, wellbeing and equity across the district. You Move effectively supported families, particularly in areas of highest need, to increase physical activity, improve mental wellbeing and build long-term healthy habits. Move Together helped residents with long-term health conditions regain confidence, wellbeing and independence, while also reducing reliance on health services through its person-centred approach. Youth Activators successfully engaged children and young people, boosting activity levels, confidence and emotional wellbeing. Together, these programmes have contributed to reduced health inequalities, with IMD data showing improvement in priority areas of Banbury. Overall, the year highlights the strong impact and value of preventative, place-based work in delivering lasting change.

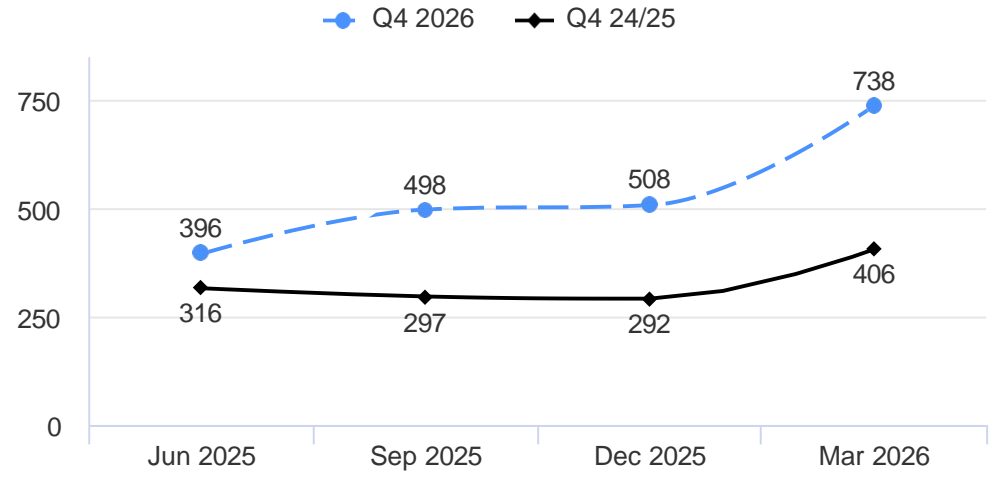
Year End Commentary



BP4.2.05 Number of Illegal Fly Tips

There is an increase in the number of fly tips on the system this year, but we are now reporting the numbers of fly tips reported to the council and I have tightened up the data on our system since I came into the role to give us a more accurate picture.

Year End Commentary



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

BP5.1.07 Number of upheld complaints

Although 2025/26 saw an increase in the number of upheld complaints the number has been consistently going down during the year, we expect this trend to continue in the new financial year. Complaints are being closely monitored to feedback lessons learnt and identify improvement opportunities.

Year End Commentary

