

This report is public	
Performance Monitoring Report Quarter 1 2026 – 2027	
Committee	Overview & Scrutiny Committee
Date of Committee	08 September 2026
Portfolio Holder presenting the report	Leader - Strategic Leadership and Regeneration, Councillor Lesley McLean
Date Portfolio Holder agreed report	17 August 2026
Report of	Head of Chief Executive's Office, Kaimi Ithia

Purpose of report

To report to the committee the council's performance position as of the end of Quarter 1 2026/27, further detail can be found in the report and its appendices.

1. Recommendations

The Overview and Scrutiny resolves:

- 1.1 To consider and note the contents of the council's performance Quarter 1 report.

2. Executive Summary

- 2.1 The Performance report presents how the council has performed against its priorities for 2026/27, which are set out in Corporate Performance & Insight Strategy.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no financial and resource implications arising directly from this report. Joanne Kaye, Head of Finance, 23 July 2026
Legal	The report sets out as at Quarter 1 2026/27 performance position for the Council as part of its overall control and monitoring duty. There are no legal implications arising at this stage. Denzil Turbervill, Head of Legal, 26 May 2026
Risk Management	There are no risk implications arising directly from this report. Celia Prado-Teeling, Performance Team Leader, 22 July 2026

Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		There are no equalities implications arising directly from this report. Celia Prado-Teeling, Performance Team Leader, 22 July 2026
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		N/A
B Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?		X		N/A
Climate & Environmental Impact		X		N/A
ICT & Digital Impact		X		N/A
Data Impact		X		N/A
Procurement & subsidy		X		N/A
Council Priorities	This report links to all council's priorities, as it summarises our progress against them during 2026/27.			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	N/A			

Supporting Information

3. Background

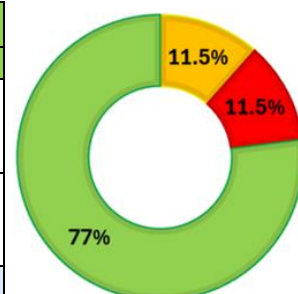
- 3.1 The council actively and regularly monitors its performance to ensure it can deliver its corporate priorities and respond effectively to emerging issues.
- 3.2 This monitoring takes place at least quarterly for performance, so the council can identify potential issues at the earliest opportunity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

4. Details

4.1 Performance Summary

- 4.1.1 The Council's Corporate Performance Management Strategy, including the Annual Delivery Plan 2026/27, set out the strategic actions and key performance indicators that showcase our delivery against the Council's priorities and goals.
- 4.1.2 The Council's 2026/27 priorities are:
- Long-Term Economic Prosperity
 - Community Leadership
 - Environmental Stewardship and Climate Action
 - Quality Housing and Place Making
- 4.1.3 This report provides an overview of the Council's performance in delivering against its strategic priorities. Performance is measured using a traffic light rating system. Indicators or actions that are meeting, exceeding, or within an agreed tolerance of their target are rated green. Indicators that are marginally below target are rated amber. A red rating signifies that performance is off target and requires corrective action.
- 4.1.4 The council is performing well against its objectives, which consist of 12 Corporate KPI Measures, 12 monitoring only measures and 23 Annual Delivery Plan (ADP) Q1 milestones. Please find details on Quarter 1 performance on the table below. Please find details on all KPIs in Appendix 1 and Annual Delivery Plan in Appendix 2.

Plan	Total number of measures	Red		Amber		Green	
		#	%	#	%	#	%
Annual Delivery Plan Milestones	23	2	9%	4	17%	17	74%
Corporate KPIs (Targeted)	12	2	17%	0	0	10	83%
Total	35	4	11.5%	4	11.5%	27	77%



4.1.5 At time of reporting end of year 2026/27 results the data for the measure “**Net Additional Housing Completions to meet Cherwell needs**” was not available to be included in the Executive report, as agreed then please find details below:

- **Result:** The end of year 2026/27 figure was 790 dwellings against a target of 1,582 dwellings.
- **Comments from the service:** Housing delivery continues to be influenced by a range of national and local challenges, including economic pressures, higher interest rates, global uncertainty and ongoing changes to the planning system. Locally, progress in areas such as Bicester and Kidlington has been affected by significant infrastructure constraints. In response, the Council has developed a Housing Delivery Action Plan and is working closely with Homes England and key partners to unlock barriers, support development and accelerate the delivery of much-needed new homes across the district.

4.1.6 In addition to the measures above, the Council monitors 12 key indicators to help identify emerging trends and potential areas of concern that may require early intervention, either directly by the Council or in partnership with other organisations. As these indicators are influenced by a range of external factors beyond the Council’s control, in consequence, they are not subject to performance targets. Oversight is provided by the Performance Team and the relevant Director, with reports typically brought forward when a significant change in trend is identified. To provide a comprehensive overview, all 12 indicators are reported as part of the Quarter 1 and Quarter 4 performance updates (as part of Appendix 1).

4.2 Performance Highlights

Below is a snapshot of some of the council’s key achievements during the first quarter of 2026/27:

- 4.2.1 Faster Processing on time taken to process Housing Benefit Change Events and Council Tax Reduction claims, providing better outcomes for residents -** Despite Quarter 1 being one of the busiest periods of the year, change events were processed in an average of just 2.85 days, significantly exceeding the 8-day target. This strong performance has been driven by ongoing digital transformation, with over 40% of processes now fully or partially automated, helping the service remain efficient, resilient and responsive during periods of high demand.
- 4.2.2 Climate Action Plan Gains Momentum with Strong Early Results -**The Climate Action Plan has made an encouraging start, with more than 70% of actions currently on track and early delivery already achieving an estimated 318 tonnes of CO₂ emissions savings (for nine months). Strong progress is being made across key areas including fleet, buildings, housing and communications, as the programme moves from planning into delivery. With a growing pipeline of projects and a clear focus on accelerating implementation, the Council is well positioned to build on this momentum and deliver even greater environmental benefits in the months ahead.
- 4.2.3 Working Together to Reduce Health Inequalities –** During the first quarter, 2,582 residents, an increase of 966 compared with the same period last year, benefited from a range of health and wellbeing programmes, including Move Together, You Move, Youth Activator, Active Travel initiatives and Community Insight Profiles.

These initiatives continue to make a positive impact in reducing health inequalities across Cherwell, with particularly encouraging improvements in Ruscote, Neithrop and Grimsbury. The results demonstrate the value of targeted support and strong partnership working in helping residents lead healthier, more active lives.

4.3 Performance per priority

4.3.1 Priority: Long-Term Economic Prosperity

4.3.2 We want to create thriving town centres and rural communities across Cherwell, building places that are welcoming, prosperous and full of opportunity. By supporting local businesses and encouraging innovation, we can grow a strong, resilient economy that benefits everyone. We will promote inclusive, sustainable growth, creating opportunities for residents while reducing environmental impact and investing in green infrastructure for the long-term benefit of our communities.

4.3.3 Of the six targeted measures set for Quarter 1 to track progress against this priority, the following were reported Amber or Red:

Plan	Action / Measure or Milestone	Status	Comments from the Service
ADP	Action - Build a new community sports facility with outdoor provision at Graven Hill / Q1 Milestone - Develop Plans/Planning Permission for the Community Centre, Sports Pitches and Pavilion.		Programme has been delayed due to continuing discourse over the site layout and underlying ground conditions.
ADP	Action - Develop and agree capital programme to deliver the partner culture strategy for the District / Q1 Milestone - Options appraisal report covering design, cost plan and procurement strategy.		The report will be presented to Executive team in September, although the options appraisal work was completed in Q1.
ADP	Action - Make best use of council owned assets, including Bodicote House to promote innovation and strategic growth / Q1 Milestone - Conduct financial appraisal and site surveys for the repurposing of lower bridge street. Complete license of occupation for Banbury Library, alongside completion of feasibility and surveys (completed by OCC).		Lower Bridge St - report for information considered at Informal Executive on 29 June, with agreement that an Exec report would be taken in Autumn 2026 when the options and feasibility reports have been further developed. Work continues on OCC Library, with much of the activity needed dependent on OCC and their programme.

4.3.4 Priority: Community Leadership

4.3.5 We want to build strong, resilient communities where everyone can play their part and thrive. By working closely with residents, community groups and partners, we will create inclusive solutions that meet local needs. We will also improve health and wellbeing across Cherwell, tackling inequalities, strengthening community connections and focusing support where it is needed most.

4.3.6 Of the six targeted measures set for Quarter 1 to track progress against this priority, the following reported Amber:

Plan	Action / Measure or Milestone	Status	Comments from the Service
ADP	Action - To agree a strategic asset management policy that will promote innovation and best use of our resources / Q1 Milestone - Agree and approve the asset management approach and establish a clear prioritisation order for all assets.		The information is available but needs to be collated into the appropriate format.

4.3.7 Priority: Environmental Stewardship and Climate Action

4.3.8 We will protect and enhance Cherwell's natural environment, supporting biodiversity and safeguarding our landscapes for future generations. By promoting a circular economy through reducing waste, reusing materials and increasing recycling, we will encourage a more sustainable way of living that benefits both our communities and the environment.

4.3.9 Of the six targeted measures set for Quarter 1 to track progress against this priority, the following were reported Amber:

Plan	Action / Measure or Milestone	Status	Comments from the Service
ADP	Action - Encourage the creation of biodiversity sites / habitat banks / carbon sequestration, in line with local and national planning policy, engaging with developers and partners where appropriate / Q1 Milestone - Initiating the Biodiversity and Climate Resilience Strategy.		We have initiated work and progressing on developing Biodiversity Action Plan.

4.3.10 Priority: Quality Housing and Place Making

4.3.11 We are committed to delivering sustainable, well-planned development that meets Cherwell's needs now and, in the future, ensuring new homes are supported by essential services, strong transport links and community facilities. We will also increase the supply of high-quality, genuinely affordable housing across a range of tenures, helping residents from all walks of life find a secure place to call home.

4.3.12 Of the 17 targeted measures set for Quarter 1 to track progress against this priority, the following were reported Red:

Plan	Action / Measure or Milestone	Status	Comments from the Service
ADP	Action - Adopt & commence implementation of the new Local Plan / Q1 Milestone - Examination of the local plan		The Local Plan was submitted for Examination on 31 July 2025. The Examination commenced on that date and the timetable for it is solely the responsibility of the Planning Inspectorate (PINS). Initial public hearings were held in February 2026 and a letter regarding the outcome had been awaited from the two appointed Planning Inspectors. On 20 May, the Inspectors advised that 'due to the technical nature of the matters discussed during the hearing sessions, the Inspectors were carrying out additional work to ensure that their letter identifies a robust position from which the examination can progress efficiently. This process has unfortunately resulted in some delay beyond that arising from the pre-election period. However, the Inspectors are doing all that they can to expedite matters...'. A new Inspector was subsequently appointed. On 7 July, he advised, 'I am aiming for no later than mid-August to come to a view on whether there is any additional evidence I need in relation to initial procedural matters for Cherwell and whether I would need to re-open any of the related hearing sessions. I will write again to the Council, through the Programme Officer, at that time.'
Corporate KPIs	of Non-Major Planning Applications determined to National Indicator		Reporting 38.7% against a target of 70% or more. The planning improvement work we are delivering will be seeking to reduce this and improve the response time for processing applications.
	% of Major applications overturned at appeal, based on applications determined between April 2023 to March 2025, allowing for appeal decisions up to December 2025		Reporting at 11.2% against a target of less than 10%. An action plan was implemented following Ministry of Housing, Communities and Local Government (MHCLG) placing Cherwell into Designation for the determination on Major planning applications. Improvements have already been made, and we are now below the 10% target set by MHCLG.

5. Alternative Options and Reasons for Rejection

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

Option 1: This report summarises a snapshot of our Performance position for Quarter 1 2026/27, therefore there are no alternative options to consider.

6. Conclusion and Reasons for Recommendations

- 6.1 One of the roles of scrutiny is performance monitoring. This report details the 2026/2027 quarter 1 for the Committee to consider and provide comments to the Executive.

Decision Information

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

Document Information

Appendices	
Appendix 1	Business Plan KPIs Q1 2026-27
Appendix 2	Annual Delivery Action Plan Q1 2026-27
Background Papers	None
Reference Papers	None
Report Author	Celia Prado-Teeling, Performance & Insight Team Leader
Report Author contact details	Celia.Prado-Teeling@cherwell-dc.gov.uk 01295 221556
Executive Director Approval (if not report of Executive Director or Statutory Officer)	Kaimi Ithia, Head of Chief Executive Office, 16 July 2026