

**SUPPLEMENTARY INFORMATION****Executive****2 September 2025**

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
11.	Pages 3 - 20	Finance, Performance and Risk Monitoring Report Quarter 1 2025 – 2026 - amended cover report and appendix 6	Strategic Business Partner - Business Partnering & Controls	Tables in paragraphs 4.4 and 4.9 of covering report have been updated. Appendix 6 updated to reflect the same changes.

*If you need any further information about the meeting please contact Natasha Clark, Democratic and Elections [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), 01295 221534*

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This report is public	
Finance, Performance and Risk Monitoring Report Quarter 1 2025 - 2026	
Committee	Executive
Date of Committee	2 September 2025
Portfolio Holder presenting the report	Cllr Lesley McLean, Portfolio Holder for Finance and Resources & Transformation / Cllr Chris Brant, Portfolio Holder Corporate Services
Date Portfolio Holder agreed report	18 August 2025
Report of	Assistant Director of Finance   Assistant Director – Customer Focus

## Purpose of report

To report to the committee the council's forecast yearend financial, performance and risk position as of the end of Quarter 1 2025, further detail can be found in the report and its appendices.

## 1. Recommendations

The Executive resolves:

- 1.1 To consider and note the contents of the council's finance, performance and risk management report as at Quarter 1.
- 1.2 To approve the reprofiling of projects in the capital programme as per Appendix 1.
- 1.3 To approve £40k from Policy Contingency for pump priming The Hill.

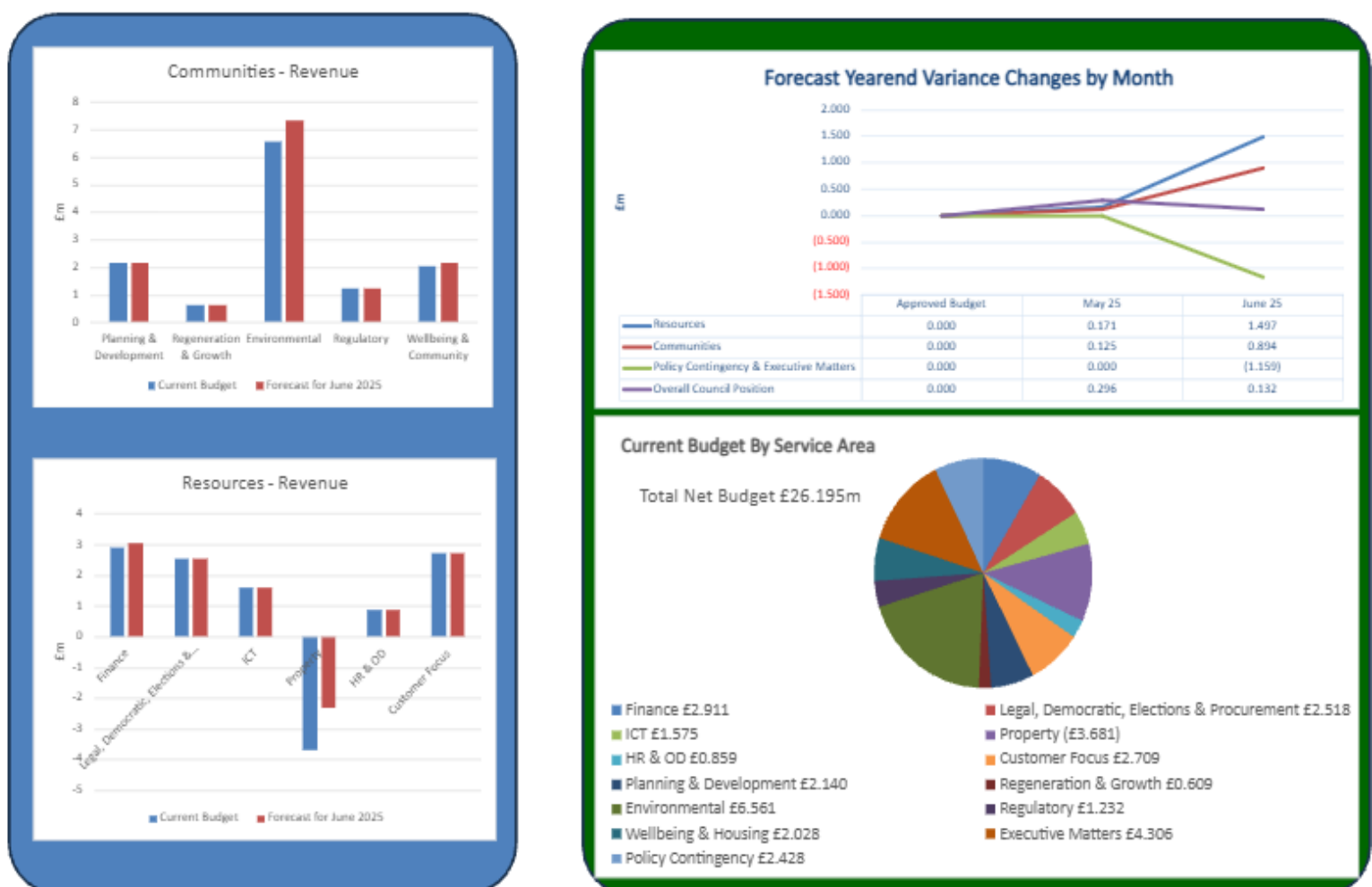
## 2. Executive Summary

- 2.1 This report is split into three sections:
  - Finance
  - Performance
  - Risk
- 2.2 The Performance section sets out how the council has performed against its priorities for 2025-26, which are set out in its Outcomes Framework.
- 2.3 The Risk section highlights the current risks within the council's Leadership Risk Register, reflecting the final position for Quarter 1 2025-26.
- 2.4 The Finance section presents the forecast yearend revenue position for the 2025/26 financial year. It is concerning that there are significant forecast overspends identified in the Directorates for which mitigations have not been identified or proposed. The budget is the financial interpretation of the priorities of the council. Therefore, a service forecasting an overspend should always look to identify what mitigations could be put in place to reduce

expenditure before expecting other services to look to reduce theirs; expenditure reductions may result in service delivery implications, which would require approval before being implemented.

2.5 It is critical for the council, in order to maintain strong levels of budgetary control, that it is recognised that service delivery cannot be maintained at the expense of budget management. Identifying budget mitigations is a fundamental part of budgetary control within the council and it must be applied across all areas. Whilst corporate mitigations have been partially identified for 2025/26, this does not reduce the responsibility of the services to operate within their approved budget. As a result, the council will resume discussion with those services with significant forecast overspends with the Budget Oversight Group so that mitigations can be identified and service implications considered. Where necessary mitigations will be brought before the committee for approval.

2.6 The summary position is provided in the dashboard:



### Service Analysis

Service	Finance	Legal, Democratic, Elections & Procurement	ICT	Property	HR & OD	Customer Focus	Planning & Development	Growth & Economy	Environmental	Regulatory	Wellbeing & Housing	Executive Matters	Policy Contingency	Total
Budget approved by Council	2.911	2.518	1.575	-3.681	0.859	2.709	2.140	0.609	6.561	1.232	2.028	4.306	2.428	26.195
Budget Adjustments approved:														
Current Budget	2.911	2.518	1.575	-3.681	0.859	2.709	2.14	0.609	6.561	1.232	2.028	4.306	2.428	26.195
Finance Overspend - Universal credit & fewer court summons	0.115													0.115
delay in overtime policy					0.024									0.024
Top slice of grants & IT license costs											0.125			0.125
Environmental - gate fees, agency									0.769					0.769
Property				1.343									-1.100	0.243
IT			0.015											0.015
Additional EPR funding												-0.309		-0.309
Treasury												-0.350		-0.350
Dividend												-0.500		-0.500
Current (Under)Overspends	0.115	0.000	0.015	1.343	0.024	0.000	0.000	0.000	0.769	0.000	0.125	-1.159	-1.100	0.132

### Mitigation Table

Service	Forecast Overspend	Potential Mitigations	Potential revised Forecast Outturn	Detail on mitigation
Finance	0.115		0.115	
Legal, Democratic, Elections & Procurement	0.000		0.000	
ICT	0.015		0.015	Filling a vacant post part way through the year
Property	1.343	(0.034)	1.309	Windfall Insurance Income for car park damages
HR & OD	0.024		0.024	
Customer Focus	0.000		0.000	
<b>Resources &amp; Transformation</b>	<b>1.497</b>	<b>-0.034</b>	<b>1.463</b>	
Planning & Development	0.000		0.000	
Regeneration & Growth	0.000		0.000	
Environmental	0.769		0.769	
Regulatory	0.000		0.000	
Wellbeing & Housing	0.125		0.125	
<b>Communities</b>	<b>0.894</b>	<b>0.000</b>	<b>0.894</b>	
<b>Total</b>	<b>2.082</b>	<b>-0.034</b>	<b>2.048</b>	
<b>FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Potential Revised Forecast (Surplus)/Deficit</b>			<b>2.048</b>	

### Movement in Reserves



## Implications & Impact Assessments

Implications	Commentary
<b>Finance</b>	<p>Financial and Resource implications are detailed within sections 4.1 and 4.2 of this report. The reserves policy requires Executive to agree transfers to and from earmarked reserves and general balances during the financial year.</p> <p>It is critical for the council, in order to maintain strong levels of budgetary control, that it is recognised that service delivery cannot be maintained at the expense of budget management. Identifying budget mitigations is a fundamental part of budgetary control within the council and it must be applied across all areas. Whilst corporate mitigations have been partially identified for 2025/26, this does not reduce the responsibility of the services to operate within their approved budget. As a result, the council will resume discussion with those services with significant forecast overspends with the Budget Oversight Group so that mitigations can be identified and service implications considered. Where necessary mitigations will be brought before the committee for approval.</p> <p>Joanne Kaye, Head of Finance, 11 Aug 2025</p>
<b>Legal</b>	<p>There are no legal implications arising at this stage.</p> <p>The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers. The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables Executive to remain aware of issues and understand the actions being taken to maintain a balanced budget.</p> <p>The report sets out as at the end of Q1 finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.</p> <p>In relation to some of the KPIs which have been missed or not tracked, it is important for the Council to monitor these from a legal perspective to ensure that we are meeting our statutory obligations in relation to these areas.</p> <p>Denzil Turbervill, Head of Legal, 18<sup>th</sup> July 2025</p>
<b>Risk Management</b>	<p>There are no risk implications arising directly from this report. The report included an update on our Risk Management for Quarter 1 2025-26.</p> <p>Celia Prado-Teeling, Performance &amp; Insight Team Leader, 14 July 2025</p>

<b>Impact Assessments</b>	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equality Impact</b>		X		There are no direct equalities and inclusion implications as a consequence of this report.  Celia Prado-Teeling, Performance & Insight Team Leader, 14 July 2025
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
<b>B</b> Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?		X		
<b>Council Priorities</b>	This report links to all council's priorities, as it summarises our progress against them till Q1 2025-26.			

## Supporting Information

### 3. Background

- 3.1 The council actively and regularly monitors its financial position to ensure it can deliver its corporate priorities and respond effectively to emerging issues.
- 3.2 This monitoring takes place monthly for finance, so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 3.3 These updates are consolidated into a single report given the implications and interdependencies between them, and this is the summary for the end of Quarter 1 2025-26.

### 4. Details

#### 4.1 Finance Update

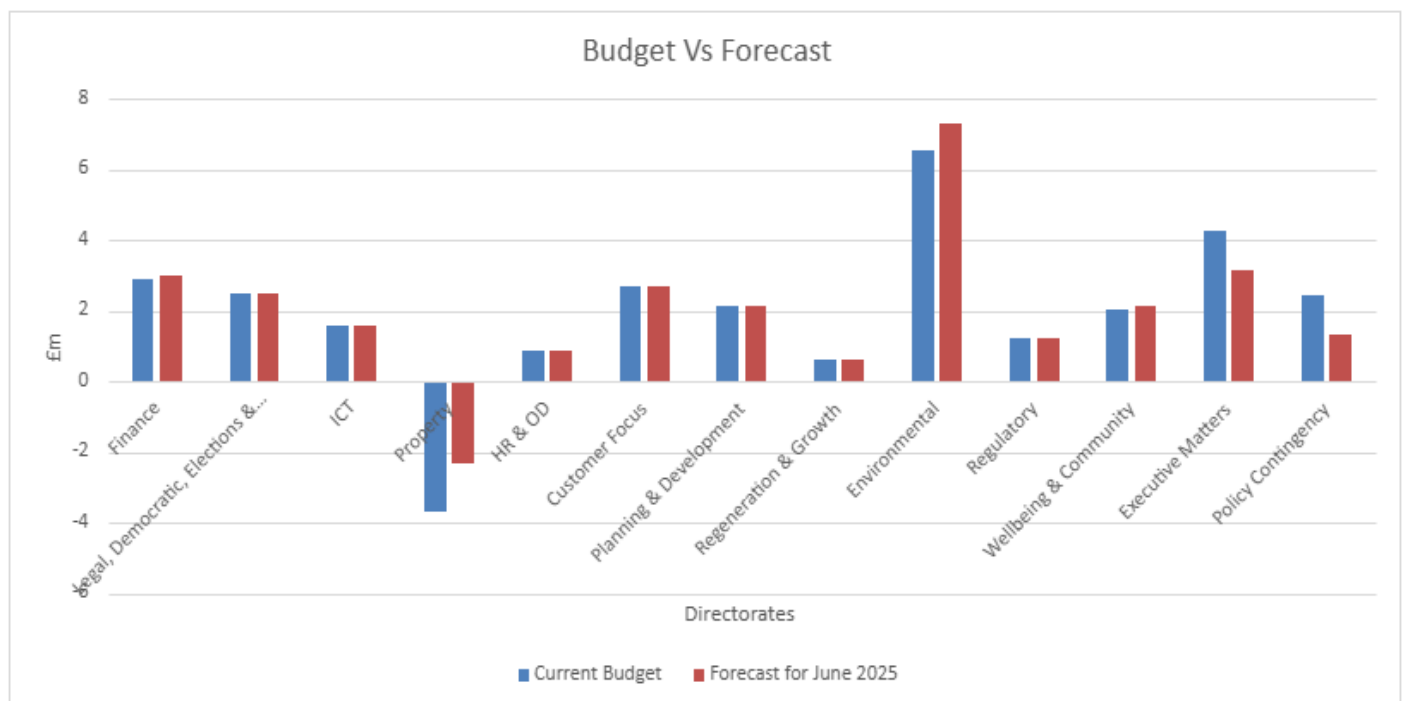
- 4.1.1 As of June, directorates are forecasting an overall year end overspend of £2.391m (12.3% of net budget), a significant increase from the forecast year end position of £0.296m in May. This is driven mainly by pressures in Property (£1.343m) and Environmental Services

(£0.769m). The Property overspend reflects a sharp deterioration since May. These pressures are partially offset by stable performance in most other services.

4.1.2 Within Executive Matters there is an underspend on treasury of £0.35m and officers believe it that given the last two years of dividends from Graven Hill it would not be imprudent to forecast a further £0.5m receipt this year. Finally, it is proposed that £1.1m of Market Risk be released from Policy Contingency to offset the remaining forecast directorate overspend until mitigations are put in place. The total forecast deficit, after funding, stands at £0.132m.

4.1.3 The projected outturn for services is summarised below in Table 1 and further detailed explanations for variances can be found in Appendix 2. The graph below shows the Budget compared with the forecast to the end of the financial year.

**Graph 1: Budget compared with Forecast**





**Table 1: Year End Position**

Service	Current Budget £m	June Forecast Outturn £m	June Variance (Under) / Over £m	% Variance to current budget %	May Variance (Under) / Over £m	Change since Previous (better) / worse £m	
Finance	2.911	3.026	0.115	4.0%	0.147	(0.032)	
Legal, Democratic, Elections & Procurement	2.518	2.518	0.000	0.0%	0.000	0.000	
ICT	1.575	1.590	0.015	1.0%	0.000	0.015	
Property	(3.681)	(2.338)	1.343	36.5%	0.000	1.343	
HR & OD	0.859	0.883	0.024	2.8%	0.024	0.000	
Customer Focus	2.709	2.709	0.000	0.0%	0.000	0.000	
<b>Resources &amp; Transformation</b>	<b>6.891</b>	<b>8.388</b>	<b>1.497</b>	<b>21.7%</b>	<b>0.171</b>	<b>1.326</b>	
Planning & Development	2.140	2.140	0.000	0.0%	0.000	0.000	
Regeneration & Growth	0.609	0.609	0.000	0.0%	0.000	0.000	
Environmental	6.561	7.330	0.769	11.7%	0.000	0.769	
Regulatory	1.232	1.232	0.000	0.0%	0.000	0.000	
Wellbeing & Housing	2.028	2.153	0.125	6.2%	0.125	0.000	
<b>Communities</b>	<b>12.570</b>	<b>13.464</b>	<b>0.894</b>	<b>7.1%</b>	<b>0.125</b>	<b>0.769</b>	
<b>Subtotal for Directorates</b>	<b>19.461</b>	<b>21.852</b>	<b>2.391</b>	<b>12.3%</b>	<b>0.296</b>	<b>2.095</b>	
Executive Matters	4.306	3.147	(1.159)	-26.9%	0.000	(1.159)	
Policy Contingency	2.428	1.328	(1.100)	-45.3%	0.000	(1.100)	
<b>Total</b>	<b>26.195</b>	<b>26.327</b>	<b>0.132</b>	<b>0.00%</b>	<b>0.296</b>	<b>(0.164)</b>	
<b>FUNDING</b>	<b>(26.195)</b>	<b>(26.195)</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.000</b>	
<b>Forecast (Surplus)/Deficit</b>	<b>0.000</b>	<b>0.132</b>	<b>0.132</b>		<b>0.296</b>	<b>(0.164)</b>	

**Note:** A positive variance is an overspend or a reduction in forecast income and a (negative) is an underspend or extra income received.

Green represents an underspend and red represents a overspend for the outturn position.

4.1.4 Table 2 below analyses the variances to distinguish between base budget variances and variances resulting from the non-delivery of previously approved savings. The non-delivery of savings has a knock-on impact on the Medium-Term Financial Strategy as failure to deliver on an ongoing basis adds to future pressures.

**Table 2: Analysis of Variance – June 2025**

<b>Breakdown of current month forecast</b>	<b>June Forecast Outturn</b>	<b>Base Budget Over/ (Under)</b>	<b>Savings Non-Delivery</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Resources	1.497	1.451	0.046
Communities	0.894	0.894	0.000
<b>Subtotal Directorates</b>	<b>2.391</b>	<b>2.345</b>	<b>0.046</b>
Executive Matters	(1.159)	(1.159)	0.000
Policy Contingency	(1.100)	(1.100)	0.000
<b>Total</b>	<b>0.132</b>	<b>0.086</b>	<b>0.046</b>
<b>FUNDING</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>(Surplus)/Deficit</b>	<b>0.132</b>	<b>0.086</b>	<b>0.046</b>

Savings Non-Delivery as detailed above relates to:

- Removing vacant job posts where possible £0.019m
- Simplifying the job evaluation process by using one scheme instead of two – contract with Zellis not being renewed in November 2025 £0.007m
- Reducing weekday overtime rates to standard pay £0.020m

4.1.5 Table 3 below summarises the major forecast variances for the reporting period. Further details can be found in Appendix 2.

**Table 3: Top Major Variances:**

<b>Service</b>	<b>Current Budget</b>	<b>Variance</b>	<b>% Variance</b>
Property	3.681	1.343	36.5%
Environmental	6.561	0.769	11.7%
Wellbeing & Housing	2.028	0.125	6.2%
Finance	2.911	0.115	4.0%
<b>Total</b>	<b>10.242</b>	<b>2.112</b>	

## Reserves

4.1.6 Allocations to and from reserves are made according to the Reserves Policy. There have been no further requests between 31 May and 30 June 2025.

**Table 4: Reserves:**

Reserves	Balance 1 April 2025 £m	Original Budgeted use/ (contribution) £m	Changes agreed since budget setting £m	Changes proposed June 2025 £m	Balance 31 March 2026 £m
General Balance	(7.853)	0.000	0.000	0.000	(7.853)
Earmarked	(31.264)	(2.444)	(1.635)	0.000	(35.343)
Non-Ringfenced	(0.033)	0.000	0.033	0.000	0.000
Grant timing Difference					
Ringfenced Grant	(1.918)	0.523	0.165	0.000	(1.230)
<b>Subtotal Revenue</b>	<b>(41.068)</b>	<b>(1.921)</b>	<b>(1.437)</b>	<b>0.000</b>	<b>(44.426)</b>
Capital*	(7.482)	0.720	0.000	0.000	(6.762)
<b>Total</b>	<b>(48.550)</b>	<b>(1.201)</b>	<b>(1.437)</b>	<b>0.000</b>	<b>(51.188)</b>

\*According to the Reserves Policy Executive are not required to approve contributions to Capital Reserves.

## 4.2 Capital

4.2.1 Table 5 below summarises the forecast spend against the full capital programme (i.e. spend across all years of the capital programme).

**Table 5: Capital Project Forecast Outturn**

Directorate	Project Total Budget £m	Total Forecast Project Spend £m	Variance to Budget £m	
Resources & Transformation	14.316	14.208	(0.108)	
Communities	33.840	27.959	(5.881)	
<b>Total</b>	<b>48.156</b>	<b>42.167</b>	<b>(5.989)</b>	

For further detail on individual schemes please see Appendix 1.

**Note:** A positive variance is an overspend or a reduction in forecast income and a (negative) is an underspend or extra income received.

Green represents an underspend and red represents a overspend for the outturn position.

**Table 6: How the Capital Programme is financed**

Financing	Prior Years' Spend £m	Profiled Spend 2025/26 £m	Profiled Spend Future Years £m	Projected Total £m
Borrowing	4.046	4.370	7.505	15.922
Capital Grants	2.560	5.112	10.062	17.733
Capital Receipts	5.213	0.062	0.000	5.275
S106 Receipts	0.213	0.924	2.099	3.237
	<b>12.032</b>	<b>10.468</b>	<b>19.666</b>	<b>42.167</b>

4.2.2 Table 7 below summarises the capital projects that are being requested to be reprofiled beyond 2025/26. The reprofiling of these projects has been reflected in Appendix 1 and in Tables 5 and 6 above.

**Table 7: Requested Capital Budget Reprofileing**

Code	Service	Project	Project Total Budget £m	Reprofiled Beyond 25/26 £m	Removed from Programme	Move to pipeline projects	Virements	Additional Capital Budget	% Change
40255	Property	Installation of Photovoltaic at CDC Property	0.079	(0.071)					-89.87%
40263	Property	Kidlington Leisure New Electrical Main	0.200	(0.020)					-10.00%
40278	Property	Development of New Land Bicester Depot	3.975	(2.541)					-63.92%
40279	Property	Spiceball Sports Centre - Solar PV Car Ports	0.177	(0.170)					-96.05%
40280	Property	Kidlington Sports Centre - Solar PV Car Ports	0.135	(0.135)					-100.00%
40281	Property	Noth Oxfordshire Academy - Solar Panels	0.018	(0.018)					-100.00%
40282	Property	Community Centre Solar Panels	0.106	(0.106)					-100.00%
40283	Property	Thorpe Lane - Solar Panels	0.034	(0.034)					-100.00%
40284	Property	Thorpe Lane Heater Replacement	0.028	(0.024)					-85.71%
40237	ICT	Council Website & Digital Service	0.250		(0.122)				-48.80%
40326	ICT	Digital Futures Programme (Business Cases Required)	0.217		(0.217)				-100.00%
40062	Regeneration & Growth	East West Railways	4.350		(4.194)				-96.41%
40216	Environmental	Street Scene Furniture and Fencing project	0.060	(0.015)					-25.00%
40218	Environmental	Depot Fuel System Renewal	0.050		(0.035)				-70.00%
40222	Environmental	Burnehyll - Bicester Country Park	0.246	(0.061)					-24.80%
40320	Environmental	Net Zero Capital Projects (Business Cases Required)	0.064			(0.064)			-100.00%
40321	Environmental	Landscape Software Upgrade	0.025		(0.025)				-100.00%
40322	Environmental	Upgrade of Street Cleansing IT System	0.025		(0.008)				-32.00%
40019	Wellbeing & Housing	Bicester Leisure Centre Extension	0.122			(0.079)			-64.75%
40251	Wellbeing & Housing	Longford Park Art	0.045	(0.045)					-100.00%
40294	Wellbeing & Housing	S106 - Ambrosden Community Facility Project	0.020		(0.020)				-100.00%
40295	Wellbeing & Housing	S106 - Ambrosden Indoor Sport Project	0.065		(0.065)				-100.00%
40296	Wellbeing & Housing	S106 - Ambrosden Outdoor Sports	0.130		(0.130)				-100.00%
40297	Wellbeing & Housing	S106 - Ardley & Fewcott Play Area Project	0.008		(0.008)				-100.00%
40300	Wellbeing & Housing	S106 - Bicester Leisure Centre Extension	1.154			(1.154)			-100.00%
40301	Wellbeing & Housing	S106 - Graven Hill Outdoor Sport Project	0.052		(0.052)				-100.00%
40307	Wellbeing & Housing	S106 - Kidlington & Gosford Leisure Centre	0.020		(0.020)				-100.00%
40308	Wellbeing & Housing	S106 - Milton Road Community Facility & Sports Pitch	0.479	(0.471)					-98.33%
40310	Wellbeing & Housing	S106 - Spiceball Leisure Centre Improvements	0.014				(0.014)		-100.00%
40311	Wellbeing & Housing	S106 - The Hill Improvements Project	0.050		(0.050)				-100.00%
40319	Wellbeing & Housing	Local Authority Housing Fund R2	1.641		(0.007)				-0.43%
40329	Wellbeing & Housing	Spiceball Leisure Centre Structural Beams	0.130				0.014	0.029	33.08%
40336	Wellbeing & Housing	S106 - Kingsmere Public Art	0.028	(0.028)					-100.00%
			<b>13.997</b>	<b>(3.739)</b>	<b>(4.953)</b>	<b>(1.297)</b>	<b>0.000</b>	<b>0.029</b>	

For further detail please see Appendix 1.

### 4.3 Performance Summary

4.4 The council is performing well against its Quarter 1 objectives, which consist of 9 Corporate KPI Measures, 6 Directorate KPI Measures and 23 Annual Delivery Plan actions. Reporting as per the table below for this quarter.

Plan	Total number of measures	Red (Behind target)		Amber (Slightly behind target)		Green (Achieved or within tolerance)	
		No	%	No	%	No	%
ADP	23	0	0%	3	13%	20	87%
Corporate KPIs (Targeted)	9	0	0%	4	44%	5	56%
Directorate KPIs (Targeted)	6	0	0%	0	0%	6	100%
<b>Total</b>	<b>38</b>	<b>0</b>	<b>0%</b>	<b>7</b>	<b>18%</b>	<b>31</b>	<b>82%</b>

### 4.5 Monitoring measures

4.6 There are nine measures that the council monitors to be able to identify any emerging trends that might require early intervention from us or partners. There are no targets for these measures as they are dependent on external factors. These measures will be monitored by the Performance team, and the correspondent Director, and will be reported only when there is a significant trend change. There are no areas of concern or significant trend shifts within the Monitoring measures for Quarter 1.

### 4.8 Performance Exceptions

4.9 Of the 23 milestones set for Quarter 1, 20 were achieved or within the agreed tolerance, and three slightly behind target.

#### Annual Delivery Plan - Exceptions

Action	Milestone	Status
Strengthen community cohesion	Produce Annual EDI General Duty Compliance	Amber
Deliver Planning Service Improvement	Establish performance improvement indicators, targets and resources needs	Amber
Create vibrant economic centres and thriving rural villages	Complete asset register and agree future plan for each, with focus on those that are underutilised or suitable for community transfer	Amber

4.10 Of the nine targeted corporate key performance indicators, five achieved their Q1 target or reported within the agreed tolerance, and the four below reported slightly behind target

#### Corporate Key Performance Indicators - Exceptions

Measure	Status
BP1.2.02 No of Homeless Households living in nightly charge (Hotel) Temporary accommodation (TA)	Amber
BP1.2.05 % of Homelessness cases successfully prevented rather than relief/main duty being applied	Amber
BP1.2.10 % of Major Applications overturned at appeal	Amber
BP2.2.03 % Climate Actions Plan delivering to target	Amber

**4.11** All six targeted directorate key performance indicators achieved their targets for the quarter or reported within agreed tolerances. Please note Directorate level KPIs are reported to Committees on an exception basis (only indicators reporting Red and/or Amber).  
**For full details on all ADP milestones and Corporate KPIS, including commentary, please reference Appendices 5 and 6.**

## 4.12 Performance Highlights

Here is a snapshot of some of the council's key achievements from the first quarter of the year.

- Cherwell District Council's Local Plan Review 2042 is nearing submission to the government, due at the end of July, after a successful consultation and aims to support sustainable development, protect green spaces and heritage, and guide regeneration and infrastructure growth. The Plan will impact local communities by delivering new housing, jobs, and services while aiming to reduce carbon emissions and improve transport.
- Cherwell District Council launched a campaign to help over 1,300 residents accessing unclaimed benefits like free school meals and pension credits, using new data tools and partnerships with Age UK and YouMove to provide support and healthy lifestyle opportunities.
- Construction began on a new PlayZone mini football pitch at Chandos Recreation Ground in Grimsbury, set to open in September. Funded by the Football Foundation and Cherwell District Council, with support from Banbury Town Council, the facility aims to boost access to sport for underrepresented groups and promote community health and inclusion.

## 4.13 Risk Monitoring

4.14 The Council maintains a Leadership Risk Register, which contains Strategic risks that could be significant in size and duration and could potentially impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities. The Leadership Risk Register is reviewed quarterly by the Corporate Leadership Team; however, this is a live document that gets updated as and when required.

4.15 Please note risks deemed as high (L01 and L05) and medium (L03, L04, L09, L10, L13, L14, L16 and L17) present higher scores, mostly due to the magnitude of the impact these events could have for the organisation, mitigating actions are in place across them all to reduce the potential severity of the impact, and controls are established to prevent the probability of the risk event happening.

4.16 There were no score changes within the Leadership Risk Register during Quarter 1. The overall position at the time of running this report (29/07/2025) of all Leadership risks is as follows: -

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L10		
	4 - Major		L08-L11	L03-L09-L13-L14-L16	L01-L05	
	3 - Moderate		L06-L07-L12	L02-L15	L17	L04
	2 - Minor					
	1 - Insignificant					

The full Leadership Risk Register, including controls and mitigating actions, is attached in Appendix 7.

## 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 the council's forecast financial position up to the end of End of Year 2026, and a snapshot of our Performance and Risk positions for Quarter 1 2025-26, therefore there are no alternative options to consider.

## 6. Conclusion and Reasons for Recommendations

- 6.1 The report updates the Committee on the projected year-end financial position of the council for 2025/26, Quarter 1 performance position and updated Leadership Risk Register. Regular reporting is key to good governance and demonstrates that the council is actively managing its financial resources sustainably.

### Decision Information

<b>Key Decision</b>	No
<b>Subject to Call in</b>	Yes
<b>If not, why not subject to call in</b>	N/A
<b>Ward(s) Affected</b>	All

### Document Information

<b>Appendices</b>	
<b>Appendix 1</b>	Capital Forecast June 2025
<b>Appendix 2</b>	Detailed Revenue Narrative on Forecast June 2025
<b>Appendix 3</b>	Virements June 2025
<b>Appendix 4</b>	Funding June 2025
<b>Appendix 5</b>	Business Plan KPIs 2025-26 Q1
<b>Appendix 6</b>	Annual Delivery Action Plan 2025-26 Q1
<b>Appendix 7</b>	Leadership Risk Register 2025-26 Q1
<b>Background Papers</b>	N/A
<b>Reference Papers</b>	N/A
<b>Report Author(s)</b>	Leanne Lock, Strategic Business Partner – Business Partnering & Controls Celia Prado-Teeling, Performance & Insight Team Leader
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<b>Corporate Director Approval (unless</b>	Stephen Hinds, Corporate Director for Resources & Transformation, 30 July 2025

<b>Corporate Director or Statutory Officer report)</b>	
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Appendix 6 - Annual Delivery Plan 2025-26

Please note delivery of the actions below could be affected by changes in policy, national and local circumstances, these risks are managed through each service operational risk

Council plan priority	Goals	Aims	Year 1 actions	Lead/Director	Portfolio Holder	QTR	Milestones Q1-Q4	RAG	Performance
Economic prosperity	Create vibrant economic centres and thriving rural villages	To foster diverse economic centres and villages that support local businesses, attract investment, and enhance community life.	Ongoing engagement with businesses to support their investment plans. Working together with OCC to plan infrastructure for strategic growth	Julia Harrington Ian Boll	Cllr L McLean	Q1	Agree delivery timescales for Market Square, Bicester. Agree action plans and priorities for Kidlington, Bicester and Banbury		The Market Square project has been progressing throughout Q1. An estimated programme has been developed in Q1,and is included as an Appendix to the Exec report due to be presented on the 2nd September. The Area Priority Plans have been developed in Q1 for all 3 areas, and presented to the relevant Area Oversight Group (AOG).
						Q2	Agree the plan for the 2025/26 Economic Forum Hold annual Business Awards (Sept)		
						Q3	Commission a report on the Future of Cherwell's high streets. Develop and agree an action plan to reflect the findings of Experience Oxfordshire's Economic report on Cherwell		
						Q4	Hold the 2025/26 Economic Forum in order to explore investment opportunities and barriers/challenges to future investment		
		To promote sustainable economic prosperity through innovation, resilience, and strategic growth.	Continue the diversification of tenancies at Council owned commercial properties including key public/third sector partners	Mona Walsh Stephen Hinds	Cllr L McLean	Q1	Launch a campaign to attract a diverse range of tenants at commercial sites		Campaign launched. End Q1 outcome - terms agreed for two new lettings at Castle Quay. Offers received for vacant unit at Pioneer Square being considered and due diligence underway.
						Q2	No milestone		
						Q3	No milestone		
						Q4	No milestone		
			Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Mona Walsh Julia Harrington Ian Boll	Cllr L McLean	Q1	Complete asset register and agree future plan for each, with a focus on those that are underutilised or suitable for community transfer.		Initial document drafted and discussed with Cllr McLean. Actions agreed include action plan and focus on underutilised and assets suitable to transfer or disposal. Updated to Amber following monthly meeting with Prop PH on 19 Aug. Good progress made to date but some further actions to be agreed.
						Q2	No milestone		
						Q3	Complete options appraisal for Castle Quay Bridge Street area site and agree next steps in collaboration with Banbury AOG  Agree assets for disposal and delivery plan		
						Q4	Complete an options appraisal for extending PV and wind energy on council assets in support of climate priority.		
	Build an inclusive and green economy	To build an economy that is both inclusive and environmentally sustainable, ensuring equitable opportunities for all while minimising environmental impact.	Delivering the Year 4 programme of UK Shared Prosperity Funding, to focus on pressures in our communities	Julia Harrington Ian Boll	Cllr L McLean	Q1	Agree and Launch the 2025/26 UKSPF programme.  Produce report on the outcomes achieved for 2024/25		The UKSPF programme for 25/26 has been agreed by Cllr McLean as Portfolio Holder decision, with delegation to Ian Boll to amend when required, in discussion with Portfolio Holder. The outcomes report for 24/25 has been completed and approved by MF and sent back to MHCLG.
						Q2	Identify implications for Cherwell of Oxfordshire Flood Task Force priorities		
						Q3	Report on area infrastructure gaps/needs (electricity, water, foul) and agree priorities		
						Q4	Produce a report on the outcomes of the final year of the UKSPF programme.		
			Support the Marmot Place Partnership for Oxfordshire.	Nicola Riley Ian Boll	Cllr R Pattenden	Q1	Activity for this Action starts in Quarter 2		Five villages in Cherwell have been selected for the Marmot Rural Place initiative based on data-driven insights, and the commissioning process is underway to appoint an organisation to deliver community insight profiles in collaboration with the Wellbeing team.
						Q2	Launch Marmot Place Programme with partners		
						Q3	Consult on the Deprivation Remediation Programme for 2026		
						Q4	No milestone		
Community Leadership	Strengthen community collaboration and resilience	To work closely with communities and partners to foster shared solutions to building safe, resilient, and empowered communities.	Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Tim Hughes Ian Boll	Cllr R Parkinson	Q1	Activity for this Action starts in Quarter 2		Activity for this Action starts in Quarter 2.
						Q2	Work with key partners to identify and agree key community issues for the partnership to consider in year.		
						Q3	Work with key partners to identify and agree community-based solution. Review and re-launch the LSP accordingly.		
						Q4	No milestone		
			Develop parish council toolkit to empower communities	Nicola Riley Ian Boll	Cllr L McLean	Q1	Launch parish toolkit initiative		Parish liaison meeting considered the first topic for a toolkit should be flooding. The Council will be holding a Parish Flood Workshop in late Summer/early Autumn - Cherwell in conjunction with Oxfordshire County Council.
						Q2	Work with parish councils to identify key components required to empower communities and agree next steps		
						Q3	Review and agree Cherwell's Green and Blue Corridors to increase understanding and awareness		
						Q4	Review and implement actions as appropriate from the Oxfordshire Adaptation Route map		
			Transfer existing community assets to community organisations to support collaboration and resilience	Nicola Riley Ian Boll	Cllr L McLean	Q1	Activity for this Action starts in Quarter 2		
						Q2	Identify and agree potential assets for transferring to community organisations		
						Q3	No milestone		
						Q4	No milestone		
						Q1	Produce Annual EDI General Duty Compliance Report and agree next steps.		Work has begun on collation but timescale not achieved for report.
						Q2	Agree new EDI Framework and supporting actions		

			Strengthening community cohesion	Nicola Riley Ian Boll	Cllr C Brant	Q3	No milestone		
						Q4	No milestone		
						Q1	Activity for this Action starts in Quarter 2		Activity for this Action starts in Quarter 2.
						Q2	Develop and agree new Community Safety Partnership Plan		
						Q3	No milestone		
						Q4	Establish baseline metrics for measuring progress towards Community Safety Plan		
						Q1	To identify Parishes where significant capital projects are planned and support them with their delivery plans to ensure developer contributions deliver improved outcomes for their communities.		Parishes with s106 allocated for new development of community and sports projects have been consulted with and capital plans have been mapped over the MTFS.
						Q2	No milestone		
						Q3	No milestone		
Environmental Stewardship	Promote health and wellbeing with a focus on inequality	To enhance health, wellbeing, and social cohesion across the district and address inequalities through preventive initiatives and targeted interventions.	Improving access to sports and healthy places by making the most of the external (and developer) funding we receive, improved insight and maintenance of our leisure centres.	Nicola Riley Ian Boll	Cllr R Pattenden	Q4	Confirm which Capital projects will be progressed in 26/27 and how they will be funded		
						Q1	To identify Parishes where significant capital projects are planned and support them with their delivery plans to ensure developer contributions deliver improved outcomes for their communities.		Parishes with s106 allocated for new development of community and sports projects have been consulted with and capital plans have been mapped over the MTFS.
						Q2	No milestone		
						Q3	No milestone		
						Q4	Confirm which Capital projects will be progressed in 26/27 and how they will be funded		
	Safeguard the environment and promote biodiversity	To implement sustainable policies and practices, protect natural habitats, and support conservation initiatives that enhance ecosystem health and biodiversity while responding to the climate emergency.	Identify pathways for CDC to reach net zero carbon	Jo Miskin Ian Boll	Cllr T Beckett	Q1	Review consultant's report on the costed pathways to net zero and agree next steps / direction of travel		Bioregional is expected to share the draft report for this study by the end of this week. w/c 28 July/25.
						Q2	Produce new draft climate action plan		
						Q3	Consult on draft climate action plan		
						Q4	Agree new climate action plan in light of costed pathway findings		
			Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Ed Potter Ian Boll	Cllr I Middleton	Q1	Produce report on decarbonising waste fleet and agree next steps		Report gone to CLT.
						Q2	No milestone		
						Q3	Implement HVO fuel plan		
						Q4	No milestone		
	Promote the circular economy of reduce, reuse and recycle to minimise waste	To encourage sustainable consumption, optimise the use of resources, and implement efficient recycling systems that support waste reduction and re-use initiatives.	Embed the new Simpler Recycling requirements for kerbside collections and promotion of greater recycling.	Ed Potter Ian Boll	Cllr I Middleton	Q1	Modelling new service delivery options, to include early adoption of kerbside glass recycling		Service delivery options modelled. Simpler Recycling Project Board met 4 times to evaluate.
						Q2	No milestone		
						Q3	Agree new service delivery design		
						Q4	Implement new service		
			Continue with progress for the provision of a modern and for purpose depot facilities to support activity to minimise waste	Ed Potter Ian Boll	Cllr I Middleton	Q1	Activity for this Action starts in Quarter 3		Planning application likely to be submitted in Q2 but the amin features of the design have been completed
						Q2	No milestone		
						Q3	Approval of outline business case. Submission of Planning Application.		
						Q4	No milestone		
			Reduce waste and food insecurity through community initiatives to reuse and recycle.	Nicola Riley Ian Boll	Cllr R Pattenden	Q1	Refresh promotion around district's Growing Spaces		REPF and community food grants have supported eight growing spaces including Cropredy Lock Garden, Sustainable Duns Tew, Horton and Kidlington Parish Councils, as well as edible garden projects at schools including St Leonards, Dashwood, St Joseph's, and West Kidlington. Resources have been updated and shared via the Growing Space leaflet <a href="https://www.cherwell.gov.uk/info/3/leisure-and-wellbeing/1089/connect-with-nature/3">https://www.cherwell.gov.uk/info/3/leisure-and-wellbeing/1089/connect-with-nature/3</a>
						Q2	Review delivery of Y2 actions of Food Action Plan for CDC		
						Q3	No milestone		
						Q4	Establish a schools-food partnership		
			Progress the Cherwell Local Plan 2042	David Peckford Ian Boll	Cllr J Conway	Q1	Activity for this Action starts in Quarter 2		
						Q2	Submit Local Plan for Examination		The draft Local Plan was approved by the Council's Executive on 3 July. On 21 July it will be presented to the Council. Upon approval, it will be submitted to the Secretary of State for independent examination including public hearings.
						Q3	No milestone		
						Q4	No milestone		
			Establish a new Programme for a Review of Conservation Area Appraisals	David Peckford Ian Boll	Cllr J Conway	Q1	Confirm new three-year programme of Conservation Area reviews and appraisals		Programme established - Year 1 - Bloxham, Grimsbury, Hanwell; Year 2 - Hook Norton, Chesterton, Hampton Gay - Shipton on Cherwell -Thrupp; Year 3 - Islip, Bodicote, Begbroke, Fritwell. Bloxham is at an advanced stage and Grimsbury is on-going.
						Q2	No milestone		
						Q3	No milestone		
						Q4	Complete year 1 of Conversation Area programme		
			Monitor and manage housing land supply	David Peckford Ian Boll	Cllr J Conway	Q1	Complete and agree Housing Delivery Action Plan		The Housing Delivery Action Plan was approved by the Council's Executive on 10 June 2025. The Executive also resolved that it be kept under review having regard to comments received, and to make any necessary changes in consultation with the Portfolio Holder for Planning and Development Management. Officers were also instructed to present a comprehensive review of the five year housing land supply position to the Executive, should there be evidence of a significant change.
						Q2	Implement Housing Delivery Action Plan		
						Q3	Implement Housing Delivery Action Plan		
						Q4	Review the progress of the Housing Delivery Action Plan		
			Reducing the percentage of 'major' planning	David Peckford	Cllr J Conway	Q1	Complete and agree major applications action plan		An action plan for the management of strategic planning applications was prepared in Q1 and presented to the Accounts, Audit and Risk Committee on 28 May 2025.
						Q2	Implement Major Applications Action Plan		



Quality housing and Place Making	Deliver sustainable and strategic development that meets Cherwell's needs now, and in the future	To ensure the right mix of facilities, services and infrastructure for new developments, to create successful, well-designed communities.	application decisions overturned at appeal	Ian Boll	Cllr J Conway	Q3	Implement Major Applications Action Plan		
						Q4	Review the progress of the Major Applications Action Plan		
			Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions.	David Peckford Ian Boll	Cllr J Conway	Q1	Complete internal s106 process review and agree improvement action plan		A review of the Council's internal processes for 'section 106' legal agreements was completed by the start of Q1.
						Q2	Implement actions from s106 process review		
						Q3	Implement actions from s106 process review		
						Q4	Review the progress of the s106 improvement action plan		
			Deliver Planning Service Improvement	David Peckford Ian Boll	Cllr J Conway	Q1	Establish performance improvement indicators, targets & resource needs		A review of the Council's development management (Planning Committee) decision making processes has been undertaken and included a peer review on 29 May 2025. The final report is awaited and will be published. The recommendations will inform improvement targets together with the defined actions for the management of strategic planning applications and from the section 106 review (see above). A consolidated plan is to be prepared and resourcing needs are being reviewed.
						Q2	Define & implement improvements		
						Q3	Implement improvements		
						Q4	Implement improvements & review progress		
			Introduce national Building Safety Levy	David Peckford Ian Boll	Cllr J Conway	Q1	Preparation for introduction of the Building Safety Levy		On 24 March 2025, the Government advised that implementation of the levy had been delayed to Autumn 2026. This will now be a year 2 action.
						Q2	Establish systems for the introduction of the Building Safety Levy		
						Q3	Introduce the Building Safety Levy		
						Q4	Monitor and Manage the operation of the Building Safety Levy		
			Establish and progress with Partners the Area Oversight Groups for Banbury, Bicester and Kidlington	Julia Harrington Ian Boll	Cllr L McLean	Q1	Implementation of Area Oversight Groups for Banbury, Bicester and Kidlington		The 3 Area Oversight Groups have been implemented.
						Q2	Identify and report on infrastructure delivery issues (water, electricity, foul, etc), develop and agree action plan		
						Q3	No milestone		
						Q4	No milestone		
	Achieve more high-quality, secure, and affordable housing that caters for the diverse needs of our residents	To help all residents access safe places they can make/call their home, including housing that is affordable through direct ownership, private rental and social rent housing.	Reduce pressure on temporary accommodation capacity in the District through delivery of our Housing Strategy	Nicola Riley Ian Boll	Cllr N Cotter	Q1	Commence delivery of new LAHF schemes for temporary accommodation and resettlement, and S106 scheme to provide additional temporary accommodation provision		Grant agreements in place with SOHA. They have begun to identify properties and progress purchase. All properties are on target to deliver in year.
						Q2	Review procurement of temporary accommodation and nightly charged options to ensure we make the best use of our resources, whilst providing suitable standards of temporary accommodation		
						Q3	No milestone		
						Q4	Complete annual review of housing strategy action plan to identify any improvements needed		
			Host a registered providers forum to improve tenant outcomes	Nicola Riley Ian Boll	Cllr N Cotter	Q1	Conduct satisfaction survey of CDC tenants		Completed. Survey took place during May and June 2025 with the shared ownership and rented tenants.
						Q2	No milestone		
						Q3	Establish new monitoring framework for Registered Provider activity and performance and agree objectives and line up for forum		
						Q4	Hold registered providers forum to discuss challenges in meeting obligations		
			Ensure Graven Hill Village Development Company submits Planning Application for Phase 2 at Graven Hill (for completion of the site)	Stephen Hinds	Cllr L McLean	Q1	Ensure Graven Hill Village Development Company submits Planning Application for next phase of development at Graven Hill to LPA		The application for planning permission (25/01768/HYBRID) was received as a valid application by the LPA.
						Q2	No milestone		
						Q3	No milestone		
						Q4	No milestone		

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