

**URGENT BUSINESS AND SUPPLEMENTARY INFORMATION****Executive****4 November 2025**

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
8.	Pages 3 - 18	Finance, Performance and Risk Monitoring Report Quarter 2 2025-2026 Updated cover report – amended paragraph 4.4, no other changes to report	Performance & Insight Team Leader	Updated cover report – amended paragraph 4.4, no other changes to report

If you need any further information about the meeting please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

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This report is public. Appendix 8 to the report is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972	
Finance, Performance and Risk Monitoring Report Quarter 2 2025-2026	
Committee	Executive
Date of Committee	4 November 2025
Portfolio Holder presenting the report	Portfolio Holder for Finance, Property and Regeneration, Councillor Lesley McLean and Portfolio Holder for Corporate Services, Councillor Chirs Brant
Date Portfolio Holder agreed report	20 October 2025
Report of	Assistant Director Finance (S151 Officer), Michael Furness

Purpose of report

To report to Executive the council's forecast yearend financial, performance and risk position as of the end of Quarter 2 2025.

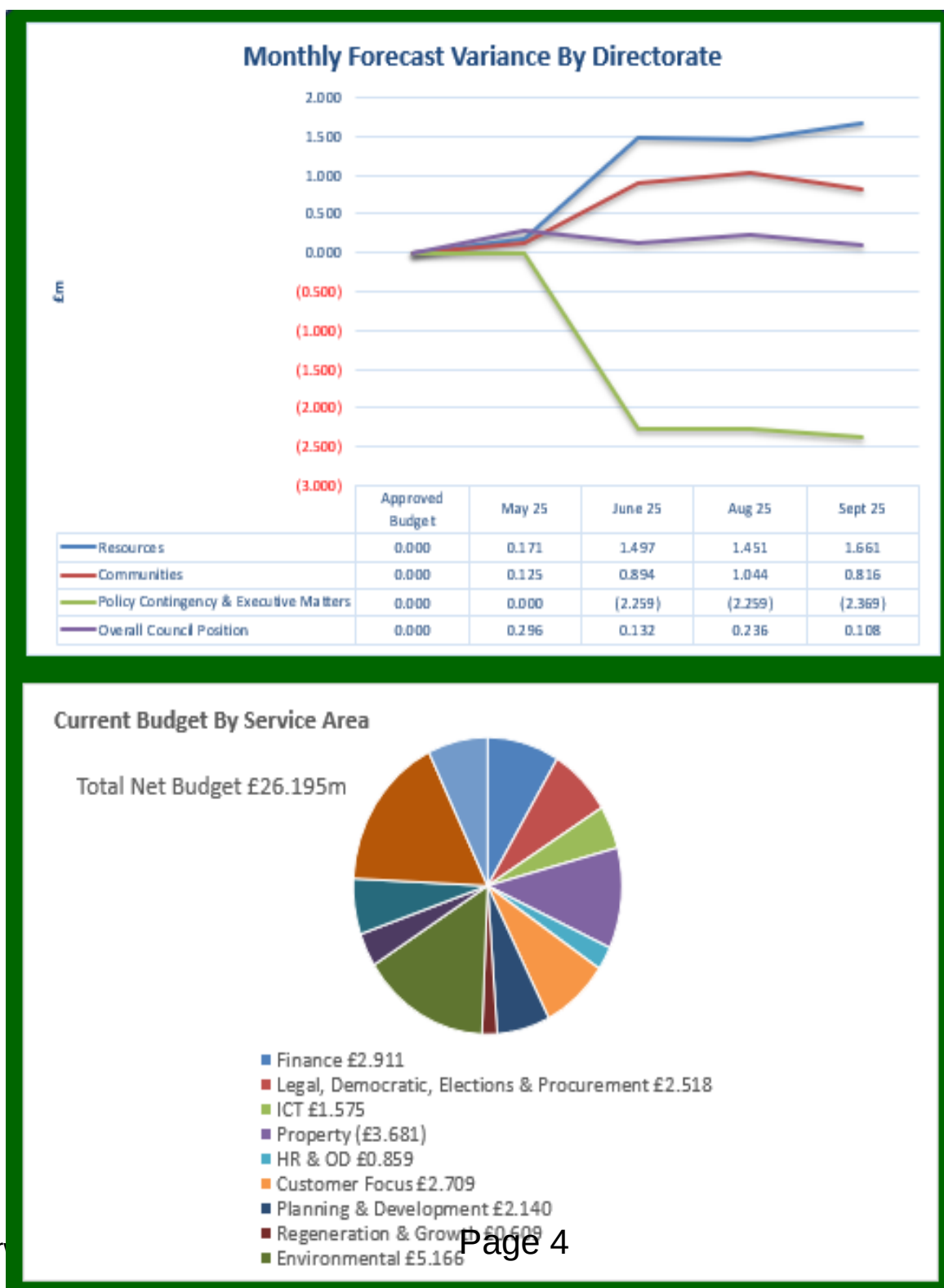
1. Recommendations

The Executive resolves:

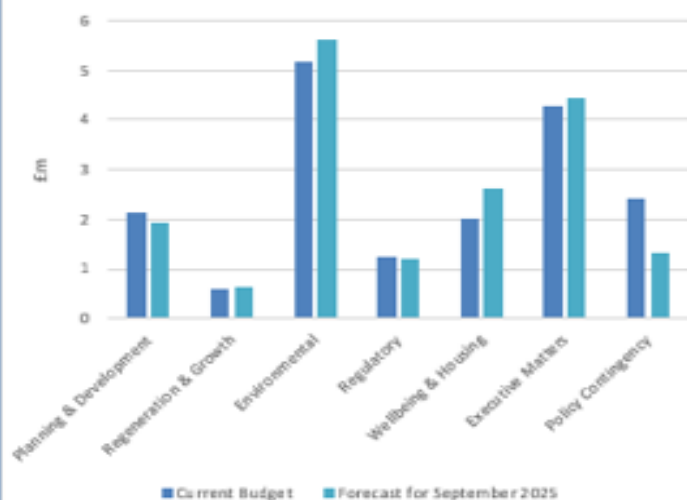
- 1.1 To consider and note the contents of the council's finance, performance, and risk management report as at Quarter 2.
- 1.2 To approve the reprofiling of projects in the capital programme as set out in Appendix 1.
- 1.3 To approve £0.040m of Rural England Prosperity Funding for the enhancement of Park Hill Recreation Ground in Kidlington.
- 1.4 To approve the transfer of Extended Producer Reliability grant (£1.4m) to sit within Environmental Services from Executive Matters (This report has been drafted on the assumption that this has been actioned).
- 1.5 To approve the virement of £85k from Health & Wellbeing (this budget was originally intended for the heating hardship fund, however, the Government re-instated the winter fuel allowance national scheme, so this is no longer required) to Environmental Services for the Councils contribution to the Oxfordshire Waste & Environmental Services Programme.
- 1.6 To approve the proposed write offs as set out in exempt Appendix 8.

2. Executive Summary

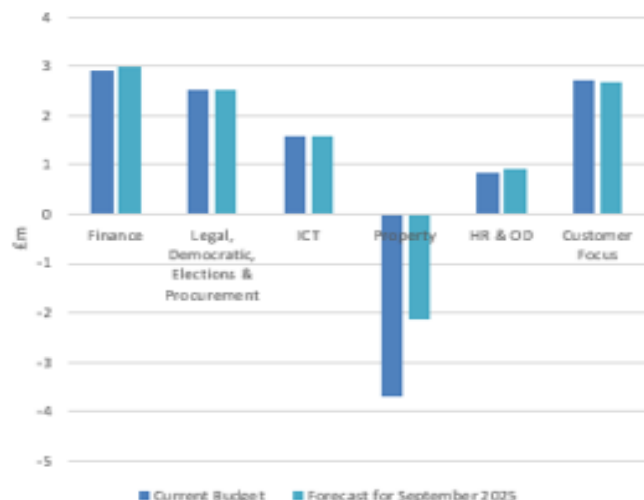
- 2.1 This report is split into three sections: Finance; Performance; Risk.
- 2.2 The Performance section sets out how the council has performed against its priorities for 2025-26, which are set out in its Outcomes Framework.
- 2.3 The Risk section highlights the current risks within the council's Leadership Risk Register, reflecting the final position for Quarter 2 2025-26.
- 2.4 The Finance section presents the forecast year-end revenue position for the 2025/26 financial year and in a summary, dashboard as detailed below:



Communities - Revenue



Resources - Revenue



Service Analysis

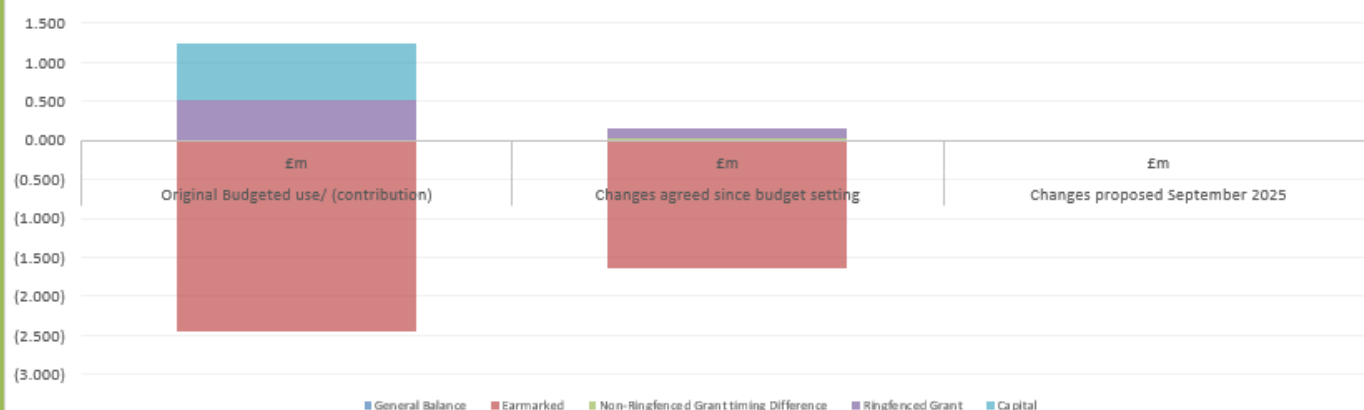
Service	Finance	Legal, Democratic, Elections & Procurement	ICT	Property	HR & OD	Customer Focus	Planning & Development	Regeneration & Growth	Environmental	Regulatory	Wellbeing & Housing	Executive Matters	Policy Contingency	Total
Budget approved by Council	2.911	2.518	1.575	-3.681	0.859	2.709	2.140	0.609	6.561	1.232	2.028	4.306	2.428	26.195
Budget Adjustments approved:														
Move of the EPR Budget to Env Servs									-1.400			1.400		
Current Budget	2.911	2.518	1.575	-3.681	0.859	2.709	2.140	0.609	5.161	1.232	2.028	5.706	2.428	26.195
Finance Overspend - Universal credit & fewer court summons	0.087													0.087
Change in overtime policy no longer going ahead					0.060									0.060
Top slice of grants, IT license costs and temporary accommodation costs											0.575			0.575
Environmental - gate fees, agency									0.751					0.751
Property - shortfall in projected income				1.539									-1.100	0.439
IT - minor variations			0.015											0.015
Additional EPR funding									-0.309					-0.309
Treasury												-0.769		-0.769
Dividend												-0.500		-0.500
Customer Focus underspend - over recovery of land charges income and vacancies						-0.040								-0.040
Planning & Development underspend - over recovery of income							-0.195							-0.195
Regulatory Services underspend - staffing changes & less Contribution to CCTV than anticipated										-0.044				-0.044
primarily due to staffing costs where a full-time post is only partially funded (50%) through the service budget.								0.038						0.038
Current (Under)/Overspends	0.087	0.000	0.015	1.539	0.060	-0.040	-0.195	0.038	0.442	-0.044	0.575	-1.269	-1.100	0.108

Mitigation Table

Service	Forecast Overspend	Potential Mitigations	Potential revised Forecast Outturn	Detail on mitigation
Finance	0.087		0.087	
Legal, Democratic, Elections & Procurement	0.000		0.000	
ICT	0.015		0.015	Filling a vacant post part way through the year
Property	1.539	(0.034)	1.505	Windfall Insurance Income for car park damages
HR & OD	0.060		0.060	
Customer Focus	-0.040		-0.040	
Resources & Transformation	1.661	-0.034	1.627	
Planning & Development	-0.195		-0.195	
Regeneration & Growth	0.038		0.038	
Environmental	0.442		0.442	
Regulatory	-0.044		-0.044	
Wellbeing & Housing	0.575		0.575	
Communities	0.816	0.000	0.816	
Total	0.108	-0.034	0.074	
FUNDING	0	0	0	

Potential Revised Forecast (Surplus)/Deficit

Movement in Reserves



Implications & Impact Assessments

Implications	Commentary
Finance	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. 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. Michael Furness, Assistance Director – Finance, 23 October 2025
Legal	There are no legal implications arising at this stage. 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. The report sets out as at the end of Q2 finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

	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. Denzil Turbervill, Head of Legal, 23 October 2025		
Risk Management	There is a risk identified in this report, regarding the reported overspend, mitigating actions are being established, including the use of reserves and contingencies. This risk is managed and monitored through the Leadership Risk register. Celia Prado-Teeling, Performance & Insight Team Leader, 6 October 2025		
Impact Assessments	Positive	Neutral	Negative Commentary
Equality Impact		X	There are no direct equalities and inclusion implications as a consequence of this report. Celia Prado-Teeling, Performance & Insight Team Leader, 6 October 2025
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X	
B Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?		X	
Climate & Environmental Impact			N/A
ICT & Digital Impact			N/A
Data Impact			N/A
Procurement & subsidy			N/A
Council Priorities	This report links to all council's priorities, as it summarises our progress against them as at Q2 2025-26.		
Human Resources	N/A		
Property	N/A		

Consultation & Engagement	N/A
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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 2 2025-26.

4. Details

4.1 Finance Update

- 4.1.1 The overall forecast for September 2025 indicates an overspend of £0.108m, a reduction of £0.128m compared to August. This reflects a slight improvement in the council's financial position, although several service areas have experienced increased budget pressures.
- 4.1.2 Executive Matters showed a notable improvement, with the variance reducing by £0.419m, partially offsetting pressures elsewhere.
- 4.1.3 The Extended Producer Reliability budget that has been held within Executive Matters has now been reallocated to Environmental Services, this adjustment (subject to approval) is to align the budget with the operational management of the service. The report has been prepared on the basis that this is approved, including the August forecast being restated for this adjustment.
- 4.1.4 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.

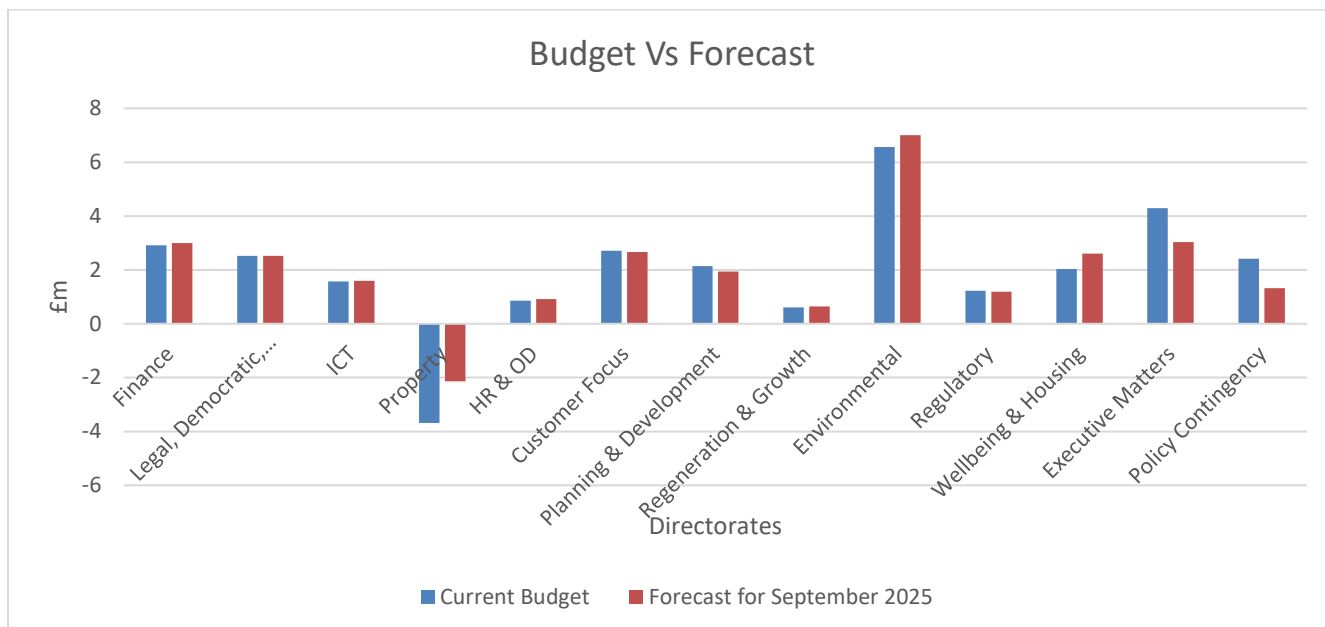


Table 1: Year End Position

Service	Current Budget £m	September 2025 Forecast to Year End £m	September Variance (Under) / Over £m	% Variance to current budget %	August Variance (Under) / Over £m	Change since Previous (better) / worse £m	
Finance	2.911	2.998	0.087	3.0%	0.083	0.004	
Legal, Democratic, Elections Governance & Procurement	2.518	2.518	0.000	0.0%	0.000	0.000	
ICT	1.575	1.590	0.015	1.0%	0.015	0.000	
Property	(3.681)	(2.142)	1.539	41.8%	1.343	0.196	
HR & OD	0.859	0.919	0.060	7.0%	0.050	0.010	
Customer Focus	2.709	2.669	(0.040)	-1.5%	(0.040)	0.000	
Resources & Transformation	6.891	8.552	1.661	24.1%	1.451	0.210	
Planning & Development	2.140	1.945	(0.195)	-9.1%	(0.189)	(0.006)	
Regeneration & Growth	0.609	0.647	0.038	6.2%	0.000	0.038	
Environmental	5.166	5.608	0.442	8.6%	0.385	0.057	
Regulatory	1.232	1.188	(0.044)	-3.6%	(0.022)	(0.022)	
Wellbeing & Housing	2.031	2.606	0.575	28.3%	0.561	0.014	
Communities	11.178	11.994	0.816	7.3%	0.735	0.081	
Subtotal for Directorates	18.069	20.546	2.477	13.7%	2.186	0.291	
Executive Matters	5.706	4.437	(1.269)	-22.2%	(0.850)	(0.419)	
Policy Contingency	2.420	1.320	(1.100)	-45.5%	(1.100)	0.000	
Total	26.195	26.303	0.108	0.4%	0.236	(0.128)	

FUNDING	(26.195)	(26.195)	0.000	0.0%	0.000	0.000
Forecast (Surplus)/Deficit	0.000	0.108	0.108		0.236	(0.128)

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 – September 2025

Breakdown of current month forecast	September 2025 Forecast to Year End	Base Budget Over/ (Under)	Savings Non-Delivery
	£m	£m	£m
Resources	1.661	1.594	0.067
Communities	0.816	0.520	0.296
Subtotal Directorates	2.477	2.114	0.363
Executive Matters	(1.269)	(1.269)	0.000
Policy Contingency	(1.100)	(1.100)	0.000
Total	0.108	(0.255)	0.363

FUNDING	0.000	0.000	0.000
(Surplus)/Deficit	0.108	(0.255)	0.363

Savings non-delivery as detailed above relates to:

- Reducing weekday overtime rates to standard pay £0.080m
- Using Electric Pool Cars to save mileage expenses £0.006m
- Reducing costs in the leisure contract £0.225m
- Charging Developers for extra monitoring and defect checks £0.006m
- Generate Additional income from inspecting Taxis by widening MOT offer £0.010m
- Gradual reduction in grant to Bicester Vision £0.005m
- Simplifying the Job Evaluation process by using one scheme £0.007m
- Removing vacant job posts where possible £0.019m
- Continuation of phased reduction of grant experience Oxfordshire £0.005m

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:

Service	Current Budget	Variance	% Variance
Property	3.681	1.539	41.8%
Wellbeing & Housing	2.031	0.575	28.3%
Environmental	5.166	0.442	8.6%
Finance	2.911	0.087	3.0%
Total	13.789	2.643	

Reserves

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

Table 4: Reserves:

Reserves	Balance 1 April 2025	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed September 2025	Balance 31 March 2026
	£m	£m	£m	£m	£m
General Balance	(7.853)	0.000	0.000	0.000	(7.853)
Earmarked	(31.264)	(2.444)	(1.642)	0.000	(35.350)
Non-Ringfenced	(0.033)	0.000	0.033	0.000	0.000
Grant timing					
Difference					
Ringfenced Grant	(1.918)	0.523	0.129	0.000	(1.266)
Subtotal Revenue	(41.068)	(1.921)	(1.480)	0.000	(44.469)
Capital	(7.482)	0.720	0.000	0.000	(6.762)
Total	(48.550)	(1.201)	(1.480)	0.000	(51.231)

*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	11.564	11.718	0.154	
Communities	33.726	33.340	(0.385)	
Total	45.290	45.059	(0.231)	

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	8.476	3.375	4.725	16.576
Capital Grants	4.681	4.871	10.629	20.181
Capital Receipts	5.213	-	1.800	7.013
S106 Receipts	0.213	1.048	0.028	1.289
	18.583	9.294	17.182	45.059

For further detail please see Appendix 1.

4.3 Performance Summary

4.4 The council is performing well against its Quarter 2 objectives, which consist of 11 Corporate KPI Measures, seven Directorate KPI Measures and 18 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	18	0	0%	10	44%	8	56%
Corporate KPIs (Targeted)	11	4	36%	2	18%	5	45%
Directorate KPIs (Targeted)	7	0	0%	1	14%	6	86%
Total	36	4	11%	13	36%	19	53%

4.5 Monitoring measures

4.6 The council monitors 11 key measures to help identify emerging trends that may require early intervention—either by us or in collaboration with our partners. These measures are not target-driven, as they are influenced by external factors beyond our control. Responsibility for monitoring lies with the Performance Team and the relevant Director, with reporting triggered only when a significant trend change is observed.

4.7 For Quarter 2, one monitoring measure is showing an upward trend, the number of upheld complaints has increased by 12 compared to the previous quarter, and by 13 compared to the same period last year, which could mean a seasonal trend. An in-depth analysis is currently underway to explore the root causes of this increase and to identify potential solutions to address any underlying issues.

4.8 Performance Exceptions

4.9 Of the 18 Annual Delivery Plan milestones set for Quarter 2, 8 were achieved and 10 reported slightly behind target.

Annual Delivery Plan – Exceptions

Action	Milestone	Status
Support the Marmot Place Partnership for Oxfordshire.	Launch Marmot Place Programme with Partners	Amber
Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Work with key partners to identify and agree key community issues for the partnership to consider in year.	Amber
Develop parish council toolkit to empower communities	Work with parish Councils to identify key components and agree next steps	Amber
Transfer existing community assets to community organisations to support collaboration and resilience	Identify and agree potential asses for transferring to community organisations	Amber
Strengthening community cohesion	Agree new EDI Framework and Supporting actions	Amber
Identify pathways for CDC to reach net zero carbon	Produce new climate change strategy	Amber
Promote environmentally conscious communities	Develop and agree a Civic Pride campaign to promote cleaner communities and open spaces	Amber
Reducing the percentage of 'major' planning application decisions overturned at appeal	Implement Major Applications Action Plan	Amber
Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions.	Implement actions from a S106 process review	Amber
Deliver Planning Service Improvement	Define and implement improvements	Amber

4.10 Of the 11 targeted corporate key performance indicators, five achieved their Q2 target or reported within the agreed tolerance, two reported slightly behind target, three didn't achieve their target, and one was not updated due to the data not being available at the time of writing this report.

Corporate Key Performance Indicators – Exceptions

Measure	Status
BP2.2.01 % Waste Recycled & Composted	Amber
BP2.2.03 % of Climate Action Plan delivering to target	Amber
BP1.2.05 % of Homelessness cases successfully prevented rather than relief/main duty being applied	Red
BP1.2.10 % of Major Applications overturned at appeal (within decision period)	Red
BP1.2.11 % of Major Applications overturned at appeal - Financial Year	Red
BP1.2.13 Net Additional Housing Completions to meet Cherwell needs	Red

4.11 Please find below further details for the KPIs reporting Red.

- % of Homelessness cases successfully prevented rather than relief/main duty being applied** - Reporting 50% against a target of 60% in Quarter 2.
Comments from the service: At the end of Q2 we had successfully prevented homelessness in 36 cases of which 9 received a final offer of accommodation via the private rented sector. Prevention of homelessness is becoming more difficult due to lack of affordable accommodation in the private rented sector. The team are also experiencing more people presenting in crisis and with complex needs that often need addressing before a suitable offer of accommodation can be made.
- % of Major Applications overturned at appeal (within decision period)-**
Reporting 22.2% against a target of 10% in Quarter 2.
Comments from the service: In Q1 and Q2, three appeals were allowed—Quarry Close, Bloxham, and two solar farms—making up 22% of appeals for that period. However, these relate to older cases and do not reflect the government's formal quality measure.
The government assesses planning quality over two-year periods. For April 2023 to March 2025, 112 major decisions were made, with 12 appeals allowed (10.71%) and one pending, which could raise the rate to 11.61%. For April 2024 to March 2026, the current rate is 5.19% from 77 decisions and 4 appeals allowed, potentially rising to 6.59% with one pending. This shows improvement from the previous cycle's 12.8%. Looking ahead to April 2025 to March 2027, there have been 21 decisions with no appeals allowed or pending, indicating a 0% overturn rate. Since April 2025, only one committee overturn has occurred, and no new major appeals have been submitted. The planning team is now working with the Performance and Insight Team to develop KPIs that better align with government reporting standards.
- % of Major Applications overturned at appeal - Financial Year –** Reporting 17.7% against a target of 10% for Quarter 2.
Comments from the service: Three Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during Q1 & 2 2025/26. A total of 17 Major Planning Applications were determined within the period.
- Net Additional Housing Completions to meet Cherwell needs** Reporting 360 against a target of 791 at the mid-point of the year (metric is reported twice per year, in Q2 and Q4)
Comments from Service: The reported figure is preliminary, with the count still ongoing and subject to change following final audits. Nonetheless, completions are expected to remain below target—a trend reflected nationally. According to the Ministry of Housing, Communities and Local Government's September 2025 report,

completions in Q1 fell by 2% from the previous quarter and by 19% compared to the same period last year.

- 4.12 Of seven targeted directorate key performance indicators six achieved their targets for the quarter or reported within agreed tolerances, one is reporting slightly behind target. Please note Directorate level KPIs are reported to Committees on an exception basis (only indicators reporting Red and/or Amber).

Directorate Key Performance Indicators – Exceptions

Measure	Status
BP1.2.14 % of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)	Amber

For full details on all ADP milestones and Corporate KPIS, Directorate and Monitoring KPIs exceptions, including commentary, please reference Appendices 5 and 6.

4.13 Performance Highlights

Below is a snapshot of some of the council's key achievements from the second quarter of the year.

- The agreements for lease for two new lettings at Castle Quay have been completed. Fit out works for one of the units are currently underway, marking progress toward occupancy at Castle Quay.
- The average time to process new Housing Benefit claims and Council Tax Reduction applications was reported at 11 days during quarter 2, significantly outperforming the target of a maximum of 18 days, supporting 619 households and reflecting the continued efficiency in service delivery, and a strong commitment to timely support for residents.
- The overall number of residents in temporary accommodation is showing a slight downward trend, though it remains relatively stable, reporting nine households less (82 in total for Q2) than the previous quarter (91), and 17 less than quarter 4 2024-25. Encouragingly, we are seeing positive move-on outcomes via the housing register, following recent changes to the Allocations Scheme. These improvements are helping to mitigate the impact of demand, with an average of nearly five households placed into temporary accommodation each week.
- A total of 173 local businesses were supported through the UK Shared Prosperity Fund and the Rural England Prosperity Fund programmes. Support included business development assistance via the Cherwell Business Spark and Cherwell Accelerator initiatives, decarbonisation support such as grants, tailored plans, expert one-to-one guidance, and workshops, as well as recognition and promotional opportunities through the Cherwell Business Awards.

4.14 Risk Monitoring

- 4.15 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.

4.16 Please note risks deemed as high (L01) and medium (L03, L04, L05, 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.

4.17 There was one score change within the Leadership Risk Register during Quarter 2, L05 - Planning Applications for Major Development decreased its score from 16 (high) to 12 (medium). The overall position at the time of running this report (06/10/2025) 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	
	3 - Moderate		L06-L07-L12	L02-L15	L05-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 position for Quarter 2 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 2 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

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

Document Information

Appendices	
Appendix 1	Capital Forecast September 2025
Appendix 2	Detailed Revenue Narrative on Forecast September 2025
Appendix 3	Virements and Aged Debt September 2025
Appendix 4	Funding September 2025
Appendix 5	Business Plan KPIs 2025-26 Q2
Appendix 6	Annual Delivery Action Plan 2025-26 Q2
Appendix 7	Leadership Risk Register 2025-26 Q2
Appendix 8	EXEMPT Write Off Details September 2025
Background Papers	None
Reference Papers	None
Report Author	Leanne Lock, Strategic Business Partner – Business Partnering & Controls Celia Prado-Teeling, Performance & Insight Team Leader
Report Author contact details	Leanne.lock@cherwell-dc.gov.uk 01295 227098 Celia.Prado-Teeling@cherwell-dc.gov.uk 01295 221556
Executive Director Approval (unless Executive Director or Statutory Officer report)	Report of Statutory Officer, S151 Officer

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