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Cherwell DISTRICT COUNCIL NORTH OXFORDSHIRE

Committee: **Executive**

Date: **Monday 7 September 2026**

Time: **4.30 pm**

Venue **39 Castle Quay, Banbury, OX16 5FD**

Membership

Councillor Lesley McLean (Chair)
Councillor Nicola Borkmann
Councillor Frank Ideh
Councillor Rob Pattenden
Councillor Dr Lisa Smith

Councillor Chris Aramini-Brant (Vice-Chair)
Councillor David Hingley
Councillor Ian Middleton
Councillor Alisa Russell

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chair to report on any requests to submit petitions or to address the meeting.

Addresses may be presented by:
- A Local Government elector for the area
- A person who is wholly or mainly resident in the area
- A Council Taxpayer or National Non-Domestic Ratepayer for the area

Addresses must be on an item on the Agenda before the meeting and not exceed 5 minutes. No person may address more than one meeting on any particular issue.

Requests to address the meeting (including the agenda item and reason for the address) should be submitted to democracy@cherwell-dc.gov.uk The deadline for requests to address this meeting is noon on Friday 4 September 2026.

The deadline to present a petition to this meeting has passed.

Full details of public participation at meetings is available in the Constitution.

4. **Minutes** (Pages 9 - 26)

To confirm as a correct record the Minutes of the meeting held on 17 July2026. .

5. Chair's Announcements

To receive communications from the Chair.

6. Urgent Business

The Chair to advise whether they have agreed to any item of urgent business being admitted to the agenda.

7. **Local Area Development Funds - Proposal for Allocation** (Pages 27 - 122)

Report of Executive Director Place and Regeneration

Purpose of report

This paper sets out the next tranche of projects – discussed and recommended by Area Oversight Groups (AOGs) – for Local Area Development Funding. This funding was agreed as part of the annual budget setting process by Council on 23 February 2026. This paper also provides an update on projects previously approved for funding by the Executive in July 2026.

Recommendations

The Executive resolves:

1.1 To agree to allocate £524k of Local Area Development Funds to progress the following projects for the 2026/27 financial year as discussed and recommended at the respective Area Oversight Group and to agree to add the capital projects to the capital programme:

Figure 1: Project Summary

Project	**Est. Cost (£)**		**AOG**
	RDEL	**CDEL**	
Banbury Town Centre Revitalisation – Look and Feel Phase 2		£100k	Banbury
Pioneer Square Conveniences (Manorsfield Road)	£26k		Bicester
Langford Village Park Improvements		£100k	
Dangerfield Nature Reserve Boardwalk		£60k	
Sports Pavilion – RIBA Stages 2-4	£33k		Kidlington
*Green Spaces Improvements – Yarnton		£110k	

Town Centre Improvements	£30k		
*Oxford-Banbury Road Corridor Options Appraisal	£45k		
Community Insight Fund	£20k		
Total Revenue / Capital Funding	**£154k**	**£370k**	
Total Funding Requested	**£524,000**		
** The allocations for these two projects are for match funding to support delivery of a wider initiative*			

1.2 To approve the use of £47,281 of S106 funds to top up the proposed allocation for Green Spaces Improvements for Yarnton (Appendix 3) and include to create a total scheme budget of £157,281 in the capital programme.

1.3 To delegate authority to the Executive Director Place and Regeneration, in consultation with the Portfolio Holder for Strategic Leadership and Regeneration and the Assistant Director Finance, to agree final cost plans for the above projects subject to the maximum cost envelope outlined in Figure 1.

1.4 To note the progress of previously approved projects and to agree to receive further updates as project delivery progresses.

8. **Additional Temporary Accommodation Purchases** (Pages 123 - 128)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To seek approval to add additional funds from grants received to the capital budget for purchases of property for temporary accommodation.

Recommendations

The Executive resolves:

1.1 To approve the increase to the Council’s capital programme of £1,000,000 that arises from the report, using grant funding from resettlement.

9. **Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy** (Pages 129 - 152)

Report of Assistant Director Property

Purpose of report

To seek Executive approval for the Council's Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy, providing a consistent corporate framework for the occupation, leasing, subsidised use and transfer of Council-owned property assets to voluntary, community and charitable organisations. The Policy also establishes the Council's approach to Community

Asset Transfers and subsidised occupation whilst protecting the Council's strategic property interests.

Recommendations

The Executive resolves:

1.1 To approve the Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy attached at Appendix 1.

1.2 To approve the introduction of a standard subsidy framework whereby occupation of Council assets by eligible voluntary and community organisations will normally be offered at up to a 50% discount to independently assessed market rent, for a maximum period of five years, subject to the requirements of the Policy.

1.3 To delegate authority to the Assistant Director Property, in consultation with the Portfolio Holder for Property & Assets, Chief Finance Officer and Monitoring Officer to enter into property dispositions and occupation agreements under the VCS and CAT policy and in accordance with the Scheme of Delegation under Part 3 of the Constitution.

10. Budget Process 2027/28 (Pages 153 - 172)

Report of Assistant Director Finance (S151 Officer)

Purpose of report

To inform the Executive of the proposed approach to the 2027/28 Budget Process and provides context and background information on the existing Medium-Term Financial Strategy (MTFS) and information on latest government announcements relevant to the Strategy.

Recommendations

The Executive resolves:

1.1 To approve the Budget Process for 2027/28.

1.2 To approve the base assumptions to be used for the 2027/28 budget as set out at paragraph 4.2.

1.3 To approve a five-year period for the Medium-Term Financial Strategy to 2031/32 and five-year period for the Capital Programme to 2031/32.

11. Finance, Performance and Risk Monitoring Report Quarter 1 2026-2027
(Pages 173 - 250)

Report of Assistant Director Finance (S151 Officer) and Head of Chief Executive’s Office

Purpose of report

To report to Executive the council's forecast yearend financial, performance, and risk position as of the end of Q1 of the 2026/27 financial year.

Recommendations

The Executive resolves:

1.1 To consider and note the contents of the council's finance, performance, and risk management report as at the end of Q1 for the financial year 2026/27.

1.2 To approve the reprofiling of projects in the capital programme and the subsequent update to the programme budget for this financial year.

1.3 To approve the debt write offs set out in EXEMPT Appendix 5.

1.4 To approve the £0.655m treasury savings to be vired to Policy Contingency and made available as general contingency.

1.5 To approve the release of £0.030m from Policy Contingency for a performance post within Place & Regeneration.

1.6 To note the change to the final transfer to reserves reported in the 2025/26 Outturn report as per the Reserves Policy as described in section 4.1.9.

12. Exclusion of the Press and Public

The following reports contain exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it in private or in public. In making the decision, Members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

No representations have been received from the public requesting that these items be considered in public.

Should Members decide not to make decisions in public, they are recommended to pass the following recommendation:

"That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

13. **Finance, Performance and Risk Monitoring Report Quarter 1 2026/2027 - Exempt Appendix 5** (Pages 251 - 260)

14. **A New Arts Centre for Banbury** (Pages 261 - 288)

    Exempt report of Assistant Director Wellbeing and Housing

15. **Utility Contract Procurement - Property Services** (Pages 289 - 302)

    Exempt report of Assistant Director Property

16. **Cherwell Futures Programme: Environmental Services Operational Improvement Programme – Full Business Case** (Pages 303 - 410)

    Exempt report of Executive Director Neighbourhood Services

Councillors are requested to collect any post from their pigeon hole in the Members' Lounge before or at the end of the meeting.

Information about this Agenda

Apologies for Absence
Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221534 prior to the start of the meeting.

Declarations of Interest
Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates
Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012
This agenda constitutes the 5-day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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Webcasting and Broadcasting Notice
The meeting will be recorded by the council for live and/or subsequent broadcast on the council's website. The whole of the meeting will be recorded, except when confidential or exempt items are being considered. The webcast will be retained on the website for 6 months.

If you make a representation to the meeting, you will be deemed by the council to have consented to being recorded. By entering the Council Chamber or joining virtually, you are consenting to being recorded and to the possible use of those images and sound recordings for webcasting and/or training purposes.

The council is obliged, by law, to allow members of the public to take photographs, film, audio-record, and report on proceedings. The council will only seek to prevent this should it be undertaken in a disruptive or otherwise inappropriate manner.

Queries Regarding this Agenda
Please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

Shiraz Sheikh
Monitoring Officer

Published on Thursday 27 August 2026

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at 39 Castle Quay, Banbury, OX16 5FD, on 13 July 2026 at 4.30 pm

Present:

Councillor Lesley McLean (Leader of the Council and Portfolio Holder for Strategic Leadership) (Chair)
Councillor Chris Aramini-Brant (Deputy Leader of the Council and Portfolio Holder for Planning and Development) (Vice-Chair)
Councillor Nicola Borkmann, Portfolio Holder for Customer and Community Services
Councillor David Hingley, Portfolio Holder for Finance
Councillor Ian Middleton, Portfolio Holder for Housing and Greener Communities
Councillor Rob Pattenden, Portfolio Holder for Property and Assets
Councillor Dr Lisa Smith, Portfolio Holder for Leisure

Apologies for absence:

Councillor Frank Ideh, Portfolio Holder for Law and Governance
Councillor Alisa Russell, Portfolio Holder for Neighbourhood Services

Also Present Virtually:

Councillor Paul Jeffreys, Leader of Reform UK Group
Councillor David Rogers, Chair, Overview and Scrutiny Committee

Officers:

Ian Boll, Executive Director Place & Regeneration
Kristian Aspinall, Executive Director Neighbourhood Services
Ann Slavin, Cherwell Futures Director
Michael Furness, Assistant Director Finance & S151 Officer
Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer
David Peckford, Assistant Director Planning
Nicola Riley, Assistant Director Wellbeing and Housing
Kaimi Ithia, Head of Chief Executive's Office
Peter Sharp, Head of Regeneration and Economy
Richard Smith, Head of Housing
Geoff Taylor, Head of Property and Assets
Natasha Clark, Governance and Elections Manager

Officers Attending Virtually:

Mona Walsh, Assistant Director - Property

Andy Bowe, Strategic Transport and Infrastructure Lead Officer
Mehmoona Ameen, Programme Manager

19 **Declarations of Interest**

17. Banbury Museum Utility Charges.
Councillor Rob Pattenden, Other Registerable Interest, as a trustee of Banbury Museum and would not vote on the item.

20 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

21 **Minutes**

The minutes of the meeting held on 16 June 2026 were agreed as a correct record and signed by the Chair.

22 **Chair's Announcements**

The Chair referred to the recent announcement that, unfortunately, Banbury had been unsuccessful in its Town of Culture bid.

The Chair advised that the decision in relation to Local Government Reorganisation was due this week. Updates would be provided when information was available.

The Chair explained that she would address the 20 July Council meeting in relation to the council being officially designated by the Secretary of State on 15 June 2026 for decision making on major developments.

The Chair reported that a new Planning Inspector had been appointed for the independent examination of the Cherwell Local Plan 2042. Whilst no timeframe had been set, assurance had been given that the examination would move forward as soon as possible.

Referring to the death of former MP Ann Widdecombe at the weekend, the Chair implored all Members to ensure they are aware of their personal safety and to interact with Operation Ford.

23 **Urgent Business**

There were no items of urgent business.

24 Purchase of Housing Accommodation

The Assistant Director Wellbeing and Housing submitted a report to put the necessary approvals in place for the Council to be able to purchase suitable property with funds within the capital programme.

Resolved

(1) That the Head of Housing be authorised to determine the requirements of the additional housing (including location and specification), tenancy and rent setting and manage the acquired housing in accordance with obligations of the Council as a Registered Provider of Social Housing.

(2) That the Executive Director Neighbourhood Services, in consultation with Assistant Director Finance and the Portfolio Holder for Housing, be authorised to make initial offers and begin the appropriate due diligence, once appropriate freehold or leasehold properties have been identified and it be noted that a separate report to seek final approval for the exchange of contracts to purchase property will be submitted to the Executive, this will then enable the purchase of property above financial thresholds.

Reasons

The report is necessary to assist in the delivery of the project aims and funding agreed within the budget

Alternative options

Option 1: Do not grant the authorisations
This is the status quo option. This would lead to delays and would likely mean that the Council would be delayed in closing deals and entering negotiations, which could prove counterproductive to the purpose of the agreed funding.

25 Local Authority Housing Fund Round 4

The Assistant Director Wellbeing and Housing submitted a report to seek approval for the expenditure of capital grant received from the Local Authority Housing Fund (LAHF) Round 4.

Resolved

(1) That a capital grant to South Oxfordshire Housing Association (SOHA) of £342,100 for the delivery of new social housing within Cherwell from the grant received from MHCLG; Local Authority Housing Fund Round 4 be approved.

(2) That it be approved that the remaining £319,900 grant be used to provide temporary accommodation units enabled by the Council, in accordance with grant criteria.

(3) That the increase to the Council's capital programme of £342,100 that arises from the report be approved.

Reasons

The report will enable more affordable housing within the district, which is required to address demand pressures. It will not directly enable the planned self-contained temporary accommodation purchase to take place, but will reduce the amount of its own capital that the Council has to use when doing so.

Alternative options

Option 1: Not to transfer the grant to SOHA and use another provider. All Registered Providers operating locally were given the opportunity to work with the Council and SOHA were the only ones to submit a compliant expression of interest. This is therefore rejected.

Option 2: The Council deliver all units. The Council is under time pressure to deliver units in accordance with the conditions of the grant and SOHA have an established reputation for delivery. The Council does have funds within the Capital Programme to purchase and develop temporary accommodation. Due to this, the report proposes to retain some of the grant to offset potential borrowing. However, the Council does not have capital within the capital programme for general property purchases (for resettlement households in this instance) and housing development that the grant could assist with. This is a requirement of the grant. This is therefore rejected.

Option 3: Not deliver any units. This would lead to the return of the grant to MHCLG. This would lead to the inability to offset any potential capital usage for temporary accommodation that is within the capital programme through grant usage. This is therefore rejected.

26 **Thames Valley Spatial Development Strategy (SDS) Development and Governance**

The Executive Director Place and Regeneration submitted a report to advise the Executive of the interim governance and working arrangements for the preparation of a Thames Valley Spatial Development Strategy (SDS).

Resolved

(1) That the interim governance arrangements for the Thames Valley Spatial Development Strategy be noted.

(2) That officers be instructed to request that the Council be formally co-opted as a 'partner authority' with Leader representation on the Spatial Development Strategy Partnership Board until such time that a 'Strategic Planning Board' is formally established.

(3) That it be noted that the Executor Director Place and Regeneration will advise the Executive if the Council is not confirmed as a co-opted 'Partner Authority'.

(4) That authority be delegated to the Executive Director Place and Regeneration to agree detailed working arrangements for the pre-inception development of the Spatial Development Strategy in consultation with the Assistant Director Law and Governance.

Reasons

Completing an SDS for the Thames Valley by mid-2029 will be challenging. Progressing early preparatory and informative work ahead of secondary legislation is sensible and the governance and working arrangements proposed in the County Council's report will support the process. However, there remains some uncertainty about the co-opting of district councils and whether the Leader will have a seat on the Partnership Board. It is therefore recommended that the Council seeks confirmation of its co-opted partnership status and representation.

Alternative options

The Executive could decide not to seek formal co-opting as a 'partner authority' ahead of the establishment of a statutory Strategic Planning Board. However, it is considered to be in the best interests of Cherwell's communities to be as embedded as possible in the SDS process.

27 **Oxfordshire Infrastructure Strategy (OxIS) Final Report**

The Executive Director Place and Regeneration submitted a report which presented the Oxfordshire Infrastructure Strategy (OxIS) and sought the Executive's endorsement following the Oxfordshire Leaders Joint Committee endorsing the OxIS on 24 April 2026.

Resolved

(1) That the final Oxfordshire Infrastructure Strategy be endorsed.

Reasons

The final Oxfordshire Infrastructure Strategy is a comprehensive countywide assessment of the strategic infrastructure needs to support sustainable development to 2050. It was endorsed by the Oxfordshire Leaders Joint Committee on 24 April 2026 following a proactive approach to the Strategy's development with other Oxfordshire local authorities. It provides a potential tool for the prioritisation and funding of infrastructure projects and evidence for promoting the infrastructure needs to a wider range of audiences. Engagement included technical stakeholders has contributed to the final.

Further collaboration with stakeholders will be required Oxfordshire local authorities progress the delivery of infrastructure to support growth.

Alternative options

Option 1: Do not endorse the OxIS – by not endorsing the Strategy, the Council would not benefit from the use of the data, and outputs it provides, in informing future plans and strategies.

Option 2: Endorse the Strategy – this is the recommended option.

Option 3: Endorse the Strategy with amendments. Officers have actively engaged in the preparation of the OxIS as part of the project working group from procurement to the final outputs and deliverable. The final reports meet the requirements of the project brief, and no further amendments are required.

28 **Local Area Development Funds - Proposal for Allocation**

The Executive Director Place and Regeneration submitted a report which set out the first tranche of projects – discussed and recommended by Area Oversight Groups (AOGs) – for Local Area Development Funding. This funding was agreed as part of the annual budget setting process by Council on 23 February 2026.

Resolved

(1) That it be agreed to allocate £21.5k of Local Area Development Funds to progress the following projects for the 2026/27 financial year as discussed and recommended at the respective Area Oversight Group:

Figure 1: Project Summary

Project	**Est. Cost (£)**	**AOG**
Banbury Town Centre Revitalisation - Look & Feel	26/27: £21.5k **27/28: £38.5k*	Banbury
-	-	Bicester
-	-	Kidlington
Total Funding Requested	**£21,500**	
** Figures for 27/28 full year are shown but not proposed for allocation at this stage.*		

(2) That authority be delegated to the Executive Director Place and Regeneration, in consultation with the Portfolio Holder for Strategic Leadership and Regeneration, to agree final cost plans for the above projects subject to the maximum cost envelope outlined in Figure 1.

Reasons

This report seeks to agree an allocation of £21.5k of Local Area Development Funds for delivery of specific projects in Bicester, Banbury and Kidlington.

The proposed projects are supported by the respective AOG and support the council's priorities around delivering economic prosperity and community leadership.

Alternative Options

Option 1: Do not proceed with projects proposed - Funds have already been allocated as set out in Section 4 and priorities have been agreed by Area Oversight Groups. This report is intended to utilise some of this funding for enhancements identified by ward councillors as representatives of our communities. Doing nothing means that identified priorities will not be funded and commitments made to the district as part of the budget setting process will not be fulfilled.

29 Finance Monitoring Report May 2026

The Assistant Director of Finance (S151 Officer) submitted a report to report to Executive the council's forecast year-end financial position as at the end of the May 2026.

Resolved

(1) That the council's financial management report as at the end of May 2026 be noted.

(2) That the use of reserves and grant funding detailed in the annex to the Minutes (as set out in the Minute Book) be approved.

Reasons

The report updates the Executive on the projected year-end financial position of the council for 2026/27. Regular reporting is key to good governance and demonstrates that the council is actively managing its financial resources sustainably.

Alternative options

Option 1: This report summarises the council's forecast revenue financial position up to the end of March 2027, therefore there are no alternative options to consider.

30 Exclusion of the Press and Public

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

31 **A New Arts Centre for Banbury**

The Assistant Director Wellbeing and Housing submitted an exempt report in respect of a new Arts Centre for Banbury.

Resolved

(1) As set out in the exempt minutes.

(2) As set out in the exempt minutes.

(3) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

32 **Cherwell Futures Customer Front Door Programme – Final Business Case**

The Executive Director Resources submitted an exempt report for Executive to consider the Cherwell Futures Customer Front Door Programme Final Business Case.

Resolved

(1) As set out in the exempt minutes.

(2) As set out in the exempt minutes.

(3) As set out in the exempt minutes.

(4) As set out in the exempt minutes.

(5) As set out in the exempt minutes.

(6) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

33 **The Hill Youth and Community Centre - Lease to The Hill Banbury CIC**

The Assistant Director Property submitted an exempt report in respect of The Hill Youth and Community Centre - Lease to The Hill Banbury CIC.

Resolved

(1) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

34 **Banbury Museum Utility Charges**

The Executive Director Neighbourhood Services submitted an exempt report in respect of Banbury Museum utility charges.

Resolved

(1) As set out in the exempt minutes.

(2) As set out in the exempt minutes.

(3) As set out in the exempt minutes.

(4) As set out in the exempt minutes.

(5) As set out in the exempt minutes.

(6) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

35 **Renewal of Lease at Castle Quay**

The Assistant Director Property submitted an exempt report in respect of a lease renewal at Castle Quay.

Resolved

(1) As set out in the exempt minutes.

(2) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

The meeting ended at 6.26 pm

Chair:

Date:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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This report is public	
Local Area Development Funds – Proposal for Allocation	
Committee	Executive
Date of Committee	7 September 2026
Portfolio Holder presenting the report	Leader - Strategic Leadership and Regeneration, Councillor Lesley McLean
Date Portfolio Holder agreed report	6 August 2026
Report of	Executive Director Place & Regeneration, Ian Boll

Purpose of report

This paper sets out the next tranche of projects – discussed and recommended by Area Oversight Groups (AOGs) – for Local Area Development Funding. This funding was agreed as part of the annual budget setting process by Council on 23 February 2026. This paper also provides an update on projects previously approved for funding by the Executive in July 2026.

1. Recommendations

The Executive resolves:

1.1 To agree to allocate £524k of Local Area Development Funds to progress the following projects for the 2026/27 financial year as discussed and recommended at the respective Area Oversight Group and to agree to add the capital projects to the capital programme:

Figure 1: Project Summary

Project	**Est. Cost (£)**		**AOG**
	RDEL	**CDEL**	
Banbury Town Centre Revitalisation – Look and Feel Phase 2		£100k	Banbury
Pioneer Square Conveniences (Manorsfield Road)	£26k		Bicester
Langford Village Park Improvements		£100k	
Dangerfield Nature Reserve Boardwalk		£60k	
Sports Pavilion – RIBA Stages 2-4	£33k		Kidlington
*Green Spaces Improvements – Yarnton		£110k	
Town Centre Improvements	£30k		
*Oxford-Banbury Road Corridor Options Appraisal	£45k		
Community Insight Fund	£20k		
Total Revenue / Capital Funding	**£154k**	**£370k**	
Total Funding Requested	**£524,000**		
** The allocations for these two projects are for match funding to support delivery of a wider initiative*			

1.2 To approve the use of £47,281 of S106 funds to top up the proposed allocation for Green Spaces Improvements for Yarnton (Appendix 3) and include to create a total scheme budget of £157,281 in the capital programme.

1.3 To delegate authority to the Executive Director Place and Regeneration, in consultation with the Portfolio Holder for Strategic Leadership and Regeneration and the Assistant Director Finance, to agree final cost plans for the above projects subject to the maximum cost envelope outlined in Figure 1.

1.4 To note the progress of previously approved projects and to agree to receive further updates as project delivery progresses.

2. Executive Summary

2.1 As part of the 2026/27 Budget, a number of new funds were agreed by Council in February 2026. This included the introduction of 3 Local Development Funds for each of the district's three main urban centres and their surrounding areas, meaning that the entire district would have access to local development funding.

2.2 The focus of this funding is on projects that are deliverable and will have a tangible impact on our communities. The following projects have been identified for funding:

Figure 2: Project Summary

Project	Est. Cost (£)		AOG
	RDEL	CDEL	
Banbury Town Centre Revitalisation – Look and Feel Phase 2		£100k	Banbury
Pioneer Square Conveniences (Manorsfield Road)	£26k		Bicester
Langford Village Park Improvements		£100k	
Dangerfield Nature Reserve Boardwalk		£60k	
Sports Pavilion – RIBA Stages 2-4	£33k		Kidlington
*Green Spaces Improvements – Yarnton		£110k	
Town Centre Improvements	£30k		
*Oxford-Banbury Road Corridor Options Appraisal	£45k		
Community Insight Fund	£20k		
Total Revenue / Capital Funding	**£154k**	**£370k**	
Total Funding Requested	**£524,000**		
** The allocations for these two projects are for match funding to support delivery of a wider initiative*			

2.3 All projects proposed for funding have been discussed at the relevant AOG meeting and have been included in Area Priority Plans (APPs) with agreement from Ward Councillors in attendance at the respective AOG meetings.

2.4 In July 2026, the Executive agreed to fund the Banbury Town Centre Revitalisation – Look & Feel Phase 1 project. Delivery of this project commenced on 1 September 2026 in line with the project business case. Further updates on this project will be reported to future meetings of the Executive.

Implications & Impact Assessments

Implications	Commentary			
Finance	Of the £0.900m of the Local Area Development Funds that was approved at Full Council in February 2026, £0.021m has been approved for spending on agreed projects. This report is requesting further approval for £0.524m for projects mention within this report. I can confirm that these funds are available to be drawn down from the Local Area Development Funds. These projects will be closely monitored to ensure that spend remains within the current budget envelope. Kimberley Digweed, Finance Business Partner, 29 July 2026			
Legal	The proposed projects described in this report and its appendices notes funding available for all areas of the district. As noted in this report, the use of funding for any intended project will require the input of legal services to review and advise on the legal implications of the use of funding. This may include advice and support on a variety of issues including compliance with the Council's constitution, applicable legislation and other requirements. It is noted that there is a potentially wide scope of requests for use of funding. The early instruction of legal and procurement teams is recommended. Denzil-John Turbervill, Head of Legal Services, 3 August 2026			
Risk Management	These projects have been identified and agreed by Ward Councillors as local area priorities. In part this proposal aims to mitigate a risk that our urban centres are not treated equally. Where projects identified in this paper are being delivered by the council, the internal PMO governance process will be followed, including a project risk register to manage and monitor this and any further identified risks. Celia Prado-Teeling, Performance & Insight Team Leader, 23 July 2026			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		This report seeks to agree allocations of funding for specific projects. Any need for a full equality impact assessment will be subsequently undertaken as part of appropriate project governance processes, and in line with our Equalities, diversity and inclusion framework. Celia Prado-Teeling, Performance & Insight Team Leader, 23 July 2026
A Are there any aspects of the		X		

proposed decision, including how it is delivered or accessed, that could impact on inequality?				
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Climate & Environmental Impact				Not applicable
ICT & Digital Impact				Not applicable
Data Impact				Not applicable
Procurement & subsidy				Not applicable
Council Priorities	1. Economic Prosperity. The proposals within this paper are designed to help create vibrant economic centres and thriving rural villages that support local businesses, attract investment and enhance community life. 2. Community Leadership. The proposals within this paper are a direct result of working closely with stakeholders and our communities to strengthen collaboration and resilience.			
Human Resources	Not applicable			
Property	Not applicable			
Consultation & Engagement	Engagement has been undertaken with the elected members of the respective AOG for each area. For Bicester, the most recent AOG meeting was 3 August; Kidlington 30 July; and Banbury 5 August.			

Supporting Information

3. Background

3.1 During 2025 the council embedded an area-based approach to growth through the creation of Area Oversight Groups (AOGs) for Bicester, Banbury and Kidlington (Five Parishes).

3.2 This area-based approach strives to take a holistic view of the development and infrastructure needs in each area and seek to ensure that local representatives can understand proposed growth and assist in shaping responses. Each area has a core AOG that meets three times per year, augmented by a further Area Priority Plan (APP) Review meeting that meets a further three times. This results in bi-monthly engagement with ward councillors.

Area Priority Plans (APPs)

3.3 APPs were created to facilitate consistent service provision which sets clear ambitions for each of the three areas whilst reflecting their differing needs and circumstances.

3.4 The purpose of an APP was to build a medium to longer-term vision for each area, the areas of planned growth, critical infrastructure to be delivered / needed, as well as to better engage with local businesses and community stakeholders. Alongside this, immediate enhancements to localities would be considered.

Local Area Development Funds

3.5 As part of the 2026/27 Budget, a number of new funds were agreed by Council in February 2026. This included the introduction of 3 Local Development Funds for each of the district's three main urban centres and their surrounding areas, meaning that the entire district would have access to local development funding.

3.6 Regeneration & Growth is seeking an allocation of £524k to support delivery of the following projects.

Figure 3: Project Summary

Project	**Est. Cost (£)**		**AOG**
	RDEL	**CDEL**	
Banbury Town Centre Revitalisation – Look and Feel Phase 2		£100k	Banbury
Pioneer Square Conveniences (Manorsfield Road)	£26k		Bicester
Langford Village Park Improvements		£100k	
Dangerfield Nature Reserve Boardwalk		£60k	
Sports Pavilion – RIBA Stages 2-4	£33k		Kidlington
*Green Spaces Improvements – Yarnton		£110k	
Town Centre Improvements	£30k		
*Oxford-Banbury Road Corridor Options Appraisal	£45k		
Community Insight Fund	£20k		
Total Revenue / Capital Funding	**£154k**	**£370k**	
Total Funding Requested	**£524,000**		
** The allocations for these two projects are for match funding to support delivery of a wider initiative*			

3.7 Each of these projects sits on the respective APP for the relevant area and has been discussed and recommended at AOG meetings during July and August 2026.

Update on Previously Funded Projects

3.8 In July 2026, Executive agreed to fund the Banbury Town Centre Revitalisation – Look & Feel Phase 1 project. Delivery of this project commenced on 1 September 2026 in line with the project business case, with the first cleaning event taking place on 4 and 5 September. Further updates on this project will be reported to future meetings of the Executive.

4. Details

4.1 During 2025 the council embedded an area-based approach to growth through the creation of Area Oversight Groups (AOGs) for Bicester, Banbury and Kidlington (Five Parishes).

4.2 This area-based approach strives to take a holistic view of the development and infrastructure needs in each area and seek to ensure that local representatives can understand proposed growth and assist in shaping responses.

4.3 One of the core roles envisaged through the area-based approach was to engage with local communities and businesses through ward councillors, ensuring that community needs and aspirations are reflected in the delivery of both key infrastructure, but also in enhancements to the primary urban centres and surrounding areas.

Local Area Development Funds

4.4 As part of the 2026/27 Budget, a number of new funds were agreed by Council in February 2026. This included the introduction of 3 Local Development Funds for each of the district's three main urban centres and their surrounding areas, meaning that the entire district would have access to local development funding.

4.5 Each of the three funds has £0.300m allocated for a period of two years, with the MTFS currently assuming that there will be a third year of £0.233m funding each.

4.6 Local Area Development Funds were set up to enable local ward councillors to have the opportunity to be involved in an area framework that allows them to recommend proposals to the Executive to be funded to the benefit of their areas. Examples of potential schemes that may be put forward include:

- Improving local public realm and the experience of the local area
- Enhancing green and amenity spaces
- Introducing growing spaces
- Flood prevention.

4.7 There is no exclusive list to the possible requests for area funding, however each request will be subject to the Council's standard checks on legal and financial implications and the Council's standing orders.

Area Oversight Groups (AOGs)

4.8 It is envisaged that AOGs will act as informal consultative bodies to recommend priority projects from their respective Area Priority Plans (APPs). All ward members for each area are invited to the relevant AOG and are voting members of the AOG for the purpose of agreeing to the funding recommendations contained within this report to Executive.

4.9 AOGs meet on a bi-monthly basis (ward councillors), with wider stakeholders attending three times per year to agree area priorities. The most recent round of meetings were the AOGs (ward councillors only) in Bicester (3 August), Kidlington (30 July) and Banbury (5 August).

Funding Recommendations - Banbury

4.10 In accordance with the above and with the Recommendation Paper (Appendix 5), the following projects have come forward to seek funding from the Executive for Banbury:

Figure 4: Banbury Project Summary

Project	Est. Cost (£)
Banbury Town Centre Revitalisation – Look and Feel Phase 2	£100k
Total Funding Requested - Banbury	**£100,000**

4.11 Following approval of Phase 1, this subsequent phase seeks to deliver upgraded street furniture within Banbury town centre. This focuses on enhancing the appearance functionality and accessibility of the town centre – including benches, recycling bins and other cast iron street furniture (including hanging basket columns and planters).

4.12 Within the project area, 73 benches and 24 bins have been identified for replacement or refurbishment, along with repainting of other cast iron street furniture. The outline business case (Appendix 6) sets out the indicative costings for this project.

Funding Recommendations - Bicester

4.13 In accordance with the above and with the Recommendation Paper (Appendix 1), the following projects have come forward to seek funding from the Executive for Bicester:

Figure 5: Bicester Project Summary

Project	Est. Cost (£)
Pioneer Square Conveniences (Manorsfield Road)	£26k
Langford Village Park Improvements	£100k
Dangerfield Nature Reserve Boardwalk	£60k
Total Funding Requested - Bicester	**£186,000**

<u>Pioneer Square Conveniences (Manorsfield Road)</u>

4.14 Public conveniences are located at Pioneer Square (Manorsfield Road), immediately adjacent to the town's main bus stops, a major point of arrival for many visitors and shoppers. The conveniences are also one minute's walk from Bicester Library, outside which is a key drop off / pick up point for library and town centre visitors. These facilities also provide an important service to passengers and drivers using the Manorsfield Road bus station.

4.15 Retention of current opening hours for 2026/27 will bring with it several benefits, likely to include:

- Potential increased footfall and dwell time
- Reduced complaints on level of public facilities within the town centre
- Increased positive perception amongst visitors and businesses.

<u>Langford Village Park Improvements</u>

4.16 Langford Village Park is an area that regularly floods, creating not only barriers to accessibility for much of the park but also damages the fabric of the park. Working with Bicester Town Council an opportunity has been identified for a new gravel path that would replace the current unpaved, grass pathway that winds through one of the main areas of the park. Quotations have been obtained.

4.17 To augment this proposed improvement, the Langford Village Community Association has also requested a new picnic bench and eight replacement benches for community use throughout the park.

Dangerfield Nature Reserve Boardwalk

4.18 The existing Boardwalk at Dangerfield Nature Reserve has deteriorated due to age and exposure to flooding. Sections of the structure are now in poor condition, reducing accessibility and creating an increasing maintenance liability. As an important access route, there is an aspiration to deliver a more durable and flood-resilient replacement structure.

4.19 Replacing the current Boardwalk will help to improve accessibility – including enhanced ramp access where appropriate – and help to protect an important community asset, improve the visitor experience and reduce the need for ongoing reactive maintenance. Further information is provided in Appendix 2.

Funding Recommendations - Kidlington

4.20 In accordance with the above and with the Recommendation Paper (Appendix 3), the following projects have come forward to seek funding from the Executive for the Kidlington area:

Figure 6: Kidlington Project Summary

Project	Est. Cost (£)
Sports Pavilion – RIBA Stages 2-4	£33k
*Green Spaces Improvements – Yarnton	£110k
Town Centre Improvements	£30k
*Oxford-Banbury Road Corridor Options Appraisal	£45k
Community Insight Fund	£20k
Total Funding Requested - Kidlington	**£238,000**
** The allocations for these two projects are for match funding to support delivery of a wider initiative*	

Sports Pavilion

4.21 Outline planning consent has already been granted (22/00747/OUT) for 370 homes on land at Bicester Road (otherwise known as site PR7a). As part of the s106 agreement for the site, Cherwell District Council is required to secure Reserved Matters planning consent for an agreed design for new sports pitches and a community pavilion. This will then enable the land to be offered to the council (or an approved body) prior to 50% occupation of the site.

4.22 This funding request is to develop the outline design and secure Reserved Matters consent for the land in accordance with the s106 agreement. The transfer of the land will be accompanied by a contribution from the developer for the construction of the facility (as detailed in the outline business case), as well as contribution to ongoing maintenance of the sports pitches.

Green Spaces Improvements

4.23 Earlier this year, Cherwell District Council commissioned Gillespies to undertake a comprehensive review of green spaces across Kidlington and the surrounding parishes. The review assessed the quantity, quality and accessibility of existing green space provision, identified key constraints and opportunities, and made recommendations for future improvements that would, encourage physical activity, maximise access to nature and support health and wellbeing.

4.24 The proposed project seeks funding to progress the next stage of this work by developing and delivering priority improvements identified through the Green Space Review. There is a particular focus on Rutten Lane Park, which was identified as a key community asset requiring investment to address ageing facilities, accessibility challenges and increasing demand. This project will provide a new Multi-Use Games Area (MUGA) facility and also utilises s106 monies secured for the provision of new recreational facilities.

4.25 Engagement undertaken as part of the review, including discussions with Yarnton Parish Council and local stakeholders, highlighted a desire for improved, more inclusive and welcoming spaces that encourage recreation, physical activity and community interaction. With planned housing growth expected to place additional pressure on existing provision, investment in the play areas at both sites will help address current deficiencies, improve the quality of facilities available to local families and young people and support healthier, more active communities. Further details are set out in Appendix 4.

Town Centre Improvements

4.26 The Kidlington Public Realm Strategy Framework (November 2024) and Stage 2 of the Kidlington Spatial Study have identified a need for improvements to Kidlington town centre. This is reinforced by discussions at the Area Oversight Group. Accordingly, this project seeks to develop a coordinated place-shaping approach to enhance the town centre. It aims to address prominent issues including street furniture, limited wayfinding, underutilised spaces and the need for a stronger town centre identity.

4.27 The focus for this project is on public realm improvements, meanwhile uses / vacant unit activation, as well as funding to support specific studies that will drive additional footfall into the town centre. This budget is augmented by existing officer time to develop specific initiatives that enhance the town centre.

Oxford-Banbury Road Corridor

4.28 Led by Oxfordshire County Council, this project is seeking funding to commission a high-level feasibility and concept study for the A4260 through Kidlington. The study will review the existing corridor in the context of planned growth, transport priorities and opportunities for placemaking, active travel and public realm improvements, with a specific focus on options around Langford Lane and the Rosie roundabout.

4.29 OCC has identified some funding for the study, but further funding is required to ensure a comprehensive approach that can inform subsequent investment decisions. The proposal is for Local Area Funding to contribute match funding to OCC to enable commissioning and delivery of the study during 2026/27.

Community Insight Fund

4.30 Utilising CDC's successful Community Insight Model (which has been effective in Banbury and Bicester wards), this project involves the development of a Community Insight Profile for Kidlington East. This will provide an evidence base to inform targeted action aimed at reducing health inequalities and improving outcomes for local residents.

4.31 Whilst Kidlington performs relatively well overall, data shows that specific areas within Kidlington East are experiencing comparatively higher and worsening levels of deprivation, particularly affecting children, young people and older residents.

4.32 By combining Public Health Data, residents' experiences and key local stakeholder perspectives, the project will generate locally informed recommendations and identify priority actions for improving health and wellbeing. These recommendations are expected to inform a range of targeted interventions that will require investment through a dedicated grant fund. Local organisations would then be able to apply for funding to deliver initiatives that address identified needs. Cherwell District Council would facilitate and coordinate this process, building on the successful approach already adopted through the Banbury and Bicester Community Insight Profiles.

Summary of Funding Request

4.33 The total funding ask within this paper is to allocate £524k of Local Area Development Funds to the identified projects. These allocations will lead to the following funding profile for each area:

Figure 7: Local Area Development Funds Summary

AOG		Financial Year 26/27
Banbury	Original Allocation	£0.300m
	Previously Agreed Allocations	£0.022m
	Funding Request – This Report	**£0.100m**
	Total Remaining	£0.178m
Bicester	Original Allocation	£0.300m
	Previously Agreed Allocations	-
	Funding Request – This Report	**£0.186m**
	Total Remaining	£0.114m
Kidlington	Original Allocation	£0.300m
	Previously Agreed Allocations	-
	Funding Request – This Report	**£0.238m**
	Total Remaining	£0.062m

Project Updates

4.34 In line with the agreed process for funding, project updates will be provided to Executive on a regular basis.

4.35 The first project funded (July 2026) was Banbury Town Centre Revitalisation – Look & Feel Phase 1. Delivery of this project commenced on 1 September 2026 in line with the approved project business case, with the first cleaning event taking place on 4 and 5 September. Further updates on this project will be reported to future meetings of the Executive.

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: Do not proceed with projects proposed - Funds have already been allocated as set out in Section 4 and priorities have been agreed by Area Oversight Groups. This report is intended to utilise some of this funding for enhancements identified by ward councillors as representatives of our communities. Doing nothing means that identified priorities will not be funded and commitments made to the district as part of the budget setting process will not be fulfilled.

6 Conclusion and Reasons for Recommendations

6.1 This report seeks to agree an allocation of £524k of Local Area Development Funds for delivery of specific projects in Bicester, Banbury and Kidlington.

6.2 The proposed projects are supported by the respective AOG and support the council's priorities around delivering economic prosperity and community leadership.

Decision Information

Key Decision	Yes. The decision will allocate funding for key projects across multiple council wards that is expected to have a significant positive impact on our communities.
Subject to Call in	Yes
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Recommendations Paper – Bicester
Appendix 2	Business Case – Bicester proposals
Appendix 3	Recommendations Paper – Kidlington
Appendix 4	Business Cases – Kidlington proposals
Appendix 5	Recommendations Paper – Banbury

Appendix 6	Business Case – Banbury Town Centre Revitalisation Phase 2
Background Papers	None
Reference Papers	• Bicester AOG – Minutes of meeting held 03/08/26 • Kidlington (Five Parishes) AOG – Minutes of meeting held 30/07/26 • Banbury AOG – Minutes of meeting held 05/08/26
Report Author	Peter Sharp, Head of Regeneration & Growth
Report Author contact details	Peter.sharp@cherwell-dc.gov.uk 01295 221990
Executive Director Approval (unless Executive Director or Statutory Officer report)	Executive Director Place & Regeneration, 27 July 2026

Appendix 1: Recommendation Paper – Bicester	
Date of AOG	3 August 2026
AOG Chair	Leader of the Council and Portfolio Holder for Strategic Leadership and Regeneration
Report of	Bicester AOG

Purpose of report

This paper sets out the recommendations arising from the Bicester Area Oversight Group (AOG) to be put forward to the council's Executive for Local Area Development Funding.

1. Summary

1.1 To agree to request £186k of Local Area Development Funds to progress the following projects as discussed and recommended at the Bicester Area Oversight Group held on 3 August 2026:

Figure 1: Project Summary

Project	Est. Cost (£)	AOG
Pioneer Square Conveniences (Manorsfield Road)	£26k	Bicester
Langford Village Park Improvements	£100k	
Dangerfield Nature Reserve Boardwalk	£60k	
Total Funding Requested	**£186,000**	

2. Councillor Attendance and Engagement

2.1 As part of the AOG process, appropriate Ward Councillors were invited to the Bicester AOG APP Review meeting held online on 3 August 2026.

2.2 In total, 6 Councillors plus the Leader of the Council attended the AOG meeting alongside CDC and OCC Officers.

3. Project Proposals

3.1 All projects proposed for funding were discussed at the relevant AOG meeting and have been included in Area Priority Plans (APPs) with agreement from Ward Councillors in attendance at the respective AOG meetings.

3.2 The following projects were voted on and recommended by Councillors in attendance at the meeting:

Figure 2: Projects Proposed for Funding

Project	Votes For	No Vote Recorded
Pioneer Square Conveniences (Manorsfield Road)	5	1
Langford Village Park Improvements	5	1
Dangerfield Nature Reserve Boardwalk	4	2

3.3 The proposed projects were discussed and recommended by the majority of Councillors in attendance at the meeting. Not every Councillor recorded a vote.

Decision Information

Report Author	Nalini Ramanah, Bicester Area Lead Officer
Report Author contact details	Nalini.ramanah@cherwell-dc.gov.uk

Appendix 2

Outline Business Case

Classification: PUBLIC

Project Title	Pioneer Square Conveniences
Author	Michael Hewitt
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Table of Contents

Table of Contents 1
Document Control 2
Approvals 2
Strategic Fit 3
Business Need 3
Initial Options 4
Option 2 – Permanently close the conveniences 4
Indicative Costs 5
Risks & Dependencies 6
Governance & Delivery 6
Next Steps 6

Document Control

Version	Date	Author	Reviewer	Changes
0.1	09/07/26	Michael Hewitt	Nalini Ramanah	

Approvals

Role	Name	Date
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Pioneer Square Conveniences
Project to be delivered by	Street Scene
Department/Service	Environmental Services

Strategic Fit

This proposal supports Cherwell District Council's Corporate Plan priorities of **Community Leadership** and **Economic Prosperity** by maintaining an essential public facility within Bicester town centre.

The Pioneer Square conveniences are located adjacent to Bicester's primary bus interchange and within easy walking distance of the town centre, library and key public services. They provide an important facility for residents, visitors, commuters and businesses, supporting accessibility and encouraging people to spend longer in the town centre.

Maintaining the conveniences contributes to a welcoming, inclusive and accessible town centre, particularly for older people, families with young children, disabled people and those with medical conditions. The proposal also supports the ambitions of the Bicester Area Priority Plan by maintaining infrastructure that underpins the vitality and attractiveness of the town centre.

Business Need

Service Activity	Maintain Pioneer Square conveniences
Category	Desired
Corporate Business Plan Priority	Community Leadership
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	Pioneer Square provides the only publicly managed convenience facilities serving this part of Bicester town centre. Their location adjacent to the bus station makes them an important piece of supporting infrastructure for visitors, shoppers, commuters and bus drivers. The introduction of Area Development Funding provides an opportunity to maintain the existing service until at least March 2027 while longer-term funding options are considered. Maintaining the facility will: • provide continued access to essential public conveniences for residents and visitors; • support the vitality of the town centre by encouraging longer visits; • improve accessibility for people who rely on public toilet provision; • maintain public confidence in the quality of Bicester town centre.

Impact on Service and implications of not undertaking the project	Without Area Development Funding, the public conveniences would close. Closure would reduce the availability of public facilities within Bicester town centre, particularly affecting older people, families, disabled people and those with health conditions. It would also reduce the attractiveness of the town centre for visitors and could lead to increased complaints, anti-social behaviour and reputational damage for the Council. Maintaining the service protects an existing community asset and supports the continued vitality of the town centre while longer-term funding arrangements are explored.

Initial Options

Option 1 – Preferred Option
Continue operating the Pioneer Square public conveniences between **07:00 and 19:00** until March 2027 using Area Development Funding.

Advantages

- Maintains an important public service.
- Supports town centre footfall and visitor experience.
- Protects accessibility for all users.
- Avoids reputational damage and increased complaints.
- Can be delivered immediately through existing service arrangements.

Disadvantages

- Requires Area Development Funding during 2026/27.
- Longer-term funding will still need to be identified.

Option 2 – Close the public conveniences

Permanently close the facilities.

Advantages

- Removes ongoing operating costs.

Disadvantages

- Loss of an important public service.
- Reduced accessibility for residents and visitors.
- Increased complaints and reputational risk.
- Potential increase in anti-social behaviour.
- Negative impact on the attractiveness of the town centre.

Preferred Option

Option 1 is recommended as it maintains an essential public service, supports the local economy and provides the greatest overall benefit to residents, visitors and businesses.

Indicative Costs

The estimated cost of maintaining the service for the full 2026/27 financial year is approximately **£26,000**, based on the existing contract for daily servicing and cleaning.

This proposal represents good value for money by protecting an established public facility that supports the town centre economy and community wellbeing, while avoiding the wider social and reputational impacts associated with closure.

It is proposed that the full cost is met through Area Development Funding for 2026/27.

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£26,000
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£0
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount

Risks & Dependencies

Risk	Impact	Mitigation
Vandalism or misuse results in temporary closure	Reduced public access and increased repair costs	Existing charging system, automatic locking, regular inspections and prompt repairs.
Operating costs increase during the year	Budget pressure	Monitor expenditure through the existing contract and report any significant variations.
Future funding is not identified beyond March 2027	Risk of future closure	Use the funding period to consider longer-term service delivery and funding options.

Governance & Delivery

The project will be delivered through the Council's existing Street Scene service and managed within the current public conveniences contract.

Progress and expenditure will be monitored by the Area Lead, with updates provided through the Area Oversight Group and reported to Executive as required.

Next Steps

Summarise actions required to progress to the Full Business Case stage.

- Secure Executive approval for the allocation of Area Development Funding.
- Confirm the funding allocation for the full 2026/27 financial year.
- Continue delivery through the existing maintenance contract.
- Monitor expenditure and service performance throughout the funding period.
- Consider longer-term funding arrangements beyond March 2027.


Toilets
Toilets

Outline Business Case

Classification: PUBLIC

Project Title	Dangerfield Boardwalk Refurbishment
Author	Lily Rhodes – Bicester Assistant Area Lead
Date	23/07/2026
Version	Draft 0.1
Classification	PUBLIC

Table of Contents

Table of Contents 9
Document Control 10
Approvals 10
Strategic Fit 11
Business Need 11
Initial Options 12
Indicative Costs 13
Risks & Dependencies 14
Governance & Delivery 14
Next Steps 14

Document Control

Version	Date	Author	Reviewer	Changes
0.1	23/07/2026	Lily Rhodes	Nalini Ramanah	

Approvals

Role	Name	Date
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Dangerfield Boardwalk Refurbishment
Project to be delivered by	CDC and Bicester Town Council
Department/Service	

Strategic Fit

The replacement of the Dangerfield Nature Reserve Boardwalk directly supports Cherwell District Council's Corporate Plan priorities of **Environmental Stewardship**, **Community Leadership** and **Healthy Communities** by protecting an important community asset and maintaining access to one of Bicester's key natural green spaces.

The boardwalk provides safe access through the nature reserve for residents, families, walkers, people with mobility needs and visitors throughout the year. Replacing the deteriorating structure will improve accessibility, protect biodiversity by directing visitor movement through sensitive habitats and provide a more resilient asset capable of withstanding future flooding events.

The proposal also supports the ambitions of the Bicester Area Priority Plan by investing in infrastructure that enhances community wellbeing, promotes active lifestyles and protects the quality of the natural environment for future generations.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Environmental Stewardship
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	The existing boardwalk at Dangerfield Nature Reserve has deteriorated due to age, exposure to flooding and ongoing maintenance requirements. Sections of the structure are now in poor condition, reducing accessibility and creating an increasing maintenance liability. The boardwalk forms an important access route through the nature reserve and is regularly used by local residents, families, walkers, dog walkers and visitors throughout the year. It enables people of all ages and abilities to enjoy one of Bicester's valued green spaces and provides opportunities for recreation, physical activity and connection with nature. This project will replace the existing boardwalk with a modern, durable and more flood-resilient structure, restoring safe year-round access to the nature reserve. The proposal will also improve accessibility through the inclusion of ramped access where appropriate, helping to ensure the site remains welcoming and inclusive for a wider range of users.

	The investment will protect an important community asset, improve the visitor experience and reduce the need for ongoing reactive maintenance, providing a more sustainable long-term solution.
Impact on Service and implications of not undertaking the project	Failure to replace the boardwalk will result in the continued deterioration of a key community asset, increasing maintenance costs and placing additional pressure on officer resources to manage safety risks. The current condition of the structure presents ongoing health and safety concerns and could ultimately require sections of the boardwalk to be closed, reducing public access to the nature reserve. Failure to invest now could also expose both Cherwell District Council and Bicester Town Council, as joint owners of the asset, to increased reputational risk and potential liability arising from accidents or injuries. Delaying replacement is also likely to increase future capital costs as the structure continues to deteriorate.

Initial Options

Option	*Advantages*	*Disadvantages*
Do nothing	No immediate capital expenditure.	Continued deterioration of the structure, increased maintenance costs, ongoing health and safety risks, reduced accessibility, reputational damage and potential closure of the boardwalk.
Bicester Town Council leads delivery	Builds on the Town Council's local knowledge and existing relationship with the community. Reflects joint ownership of the asset.	Limited officer capacity, reduced control over delivery timescales and expenditure, and increased risk of delay given the requirement to spend funding by March 2027.
Cherwell District Council Wellbeing Team leads delivery (Preferred Option)	Provides experienced project management, established procurement processes and greater control over programme, budget and delivery. Maximises confidence that the project can be delivered within the required funding timescales.	Requires allocation of officer resource to manage delivery.

Preferred Option

Option 3 is recommended as it provides the greatest confidence that the project can be delivered within the available budget and required timescales while achieving the intended community and environmental benefits.

Indicative Costs

The estimated capital cost of the project is up to **£60,000**, to be funded through Area Development Funding.

The proposal represents good value for money by replacing an ageing asset with a more durable and flood-resilient structure that is expected to reduce future maintenance requirements while maintaining public access to an important recreational and environmental asset.

Investing now also reduces the likelihood of more extensive and costly repairs or complete asset failure in future years.

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£0
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£60,000
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
Area Development Funds	£60,000

Risks & Dependencies

Identify significant risks and dependencies at this stage.

Risk	Impact	Mitigation
Procurement delays affect delivery before March 2027.	Funding may not be spent within programme timescales.	Prepare specification early and commence procurement immediately following approval.
Adverse weather or flooding delays construction.	Programme delay	Programme works during suitable weather where possible and allow contingency within the project programme.
Construction costs exceed estimate.	Budget pressure.	Obtain competitive quotations and monitor costs throughout delivery.
Environmental constraints or ecological requirements delay works.	Delay to programme.	Complete any required ecological assessments early and programme works appropriately.

Governance & Delivery

The project will be delivered by Cherwell District Council's Wellbeing Team, working closely with Bicester Town Council as joint owners of the asset.

The Project Manager will oversee procurement, programme management and delivery, with progress monitored through the Area Oversight Group and regular updates provided to the Area Lead.

Following completion, responsibility for future maintenance will remain with the asset owners under existing arrangements.

Next Steps

- Secure Executive approval for the allocation of Area Development Funding.
- Finalise the project specification and detailed design.
- Complete any required ecological and site assessments.

- Procure a contractor in accordance with the Council's procurement procedures.
- Deliver the replacement boardwalk and undertake final inspection and handover.
- Monitor project completion against budget and programme.

Outline Business Case

Classification: PUBLIC

Project Title	Langford Village Park; amenities and environment
Author	Michael Hewitt, Bicester Area Economic Growth Officer
Date	20/07/2026
Version	Draft 0.1
Classification	PUBLIC

Table of Contents

Table of Contents 19
Document Control 20
  Approvals 20
Strategic Fit 21
Business Need 21
Initial Options 22
Indicative Costs 23
Risks & Dependencies 23
Governance & Delivery 24
Next Steps 24

Document Control

Version	Date	Author	Reviewer	Changes
0.1	20/07/2026	Michael Hewitt	Nalini Ramanah	

Approvals

Role	Name	Date
Head of Regen & Growth	Peter Sharp	27/07/2026

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place and Regeneration
Project Name (for the public domain)	Langford Village Park; amenities and environment
Project to be delivered by	Bicester Town Council
Department/Service	

Strategic Fit

Explain how the project aligns with corporate priorities and strategic objectives.

This proposal supports Cherwell District Council's Corporate Plan priority of **Environmental Stewardship** by improving the quality, accessibility and resilience of an important community green space.

Langford Village Park is a well-used local park that provides opportunities for recreation, physical activity and community interaction for residents of all ages. Investment in the park will improve accessibility, enhance the visitor experience and help ensure the park continues to meet the needs of the growing local community.

The proposal also supports the ambitions of the Bicester Area Priority Plan by investing in community infrastructure that promotes healthier lifestyles, encourages greater use of green spaces and protects valued public assets for future generations.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Environmental Stewardship
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	Langford Village Park is an important community asset serving the residents of Langford Village and the surrounding area. The park provides open space for recreation, walking, informal play and community activity, making an important contribution to residents' health and wellbeing. Over time, key elements of the park's infrastructure have deteriorated. Informal pathways are regularly affected by flooding, reducing accessibility during periods of wet weather and causing damage to surrounding grassed areas. Existing seating has also reached the end of its useful life and no longer meets the needs of park users. This project will improve accessibility by replacing the existing grass pathway with a durable gravel path and renewing seating throughout the park. The investment will create a safer, more accessible and welcoming environment while protecting the long-term condition of the park and reducing the need for ongoing reactive maintenance.

Impact on Service and implications of not undertaking the project	Without investment, the condition of the park will continue to deteriorate, reducing accessibility and limiting enjoyment of an important community green space. The existing pathway will remain susceptible to flooding and erosion, creating barriers for residents wishing to access the park throughout the year and increasing maintenance requirements. The continued deterioration of seating and other park infrastructure will also reduce the overall quality of the visitor experience. Delaying investment is likely to increase future maintenance costs and result in more significant capital expenditure being required as the condition of the park continues to decline.

Initial Options

List the options considered, including the 'Do Nothing' option, and provide a brief rationale.

Option	Advantages	Disadvantages
Option 1 – Do Nothing	No immediate capital expenditure.	Continued deterioration of the park, poor accessibility during wet weather, increasing maintenance costs and reduced visitor experience.
Option 2 – Deliver partial improvements	Lower initial capital cost.	Does not address all priority issues, limiting the overall benefits and reducing value for money. Further investment likely to be required.
Option 3 – Deliver the full programme of improvements (Preferred Option)	Improves accessibility, renews key infrastructure, enhances the visitor experience and provides a more sustainable long-term solution.	Requires capital investment and project management resources.

Indicative Costs

Provide estimated costs and key assumptions. Include any early funding considerations.

The estimated cost of the proposed improvements is **up to £100,000**, funded through Area Development Funding, alongside contributions from Bicester Town Council where agreed.

The investment represents good value for money by improving accessibility, renewing ageing infrastructure and protecting an important community asset. Delivering the improvements as a single coordinated project will also reduce the need for future reactive maintenance and avoid higher replacement costs arising from continued deterioration.

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£0
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	
There are no ongoing cost implications for Cherwell district Council. Maintenance etc. will remain the responsibility of Bicester Town Council	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£100,000
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
Grant	Up to £100,000

Risks & Dependencies

Identify significant risks and dependencies at this stage.

Risk	Impact	Mitigation

Final project costs exceed the available budget.	Scope of works may need to be reduced.	Finalise detailed costs before procurement and prioritise essential improvements.
Adverse weather delays construction.	Delay to programme.	Programme works during suitable weather and build contingency into the delivery programme.
Match funding or contributions are not confirmed.	Delay to delivery or reduction in project scope.	Confirm funding commitments before commencing procurement.
Ground conditions or drainage issues are more extensive than anticipated.	Increased costs and programme delays.	Undertake appropriate site investigations and refine designs before construction.

Governance & Delivery

Outline the proposed governance structure and delivery approach.

Bicester Town Council will lead the delivery of the project, working in partnership with Cherwell District Council.

A funding agreement will set out the responsibilities of each organisation, including project governance, financial management, reporting requirements and monitoring arrangements. Progress will be monitored through agreed project milestones, with regular updates provided to Cherwell District Council throughout delivery.

Next Steps

Summarise actions required to progress to the Full Business Case stage.

- Secure Executive approval for the allocation of Area Development Funding.
- Confirm the scope of works and funding contributions with Bicester Town Council.
- Finalise detailed designs and project costs.
- Enter into a funding agreement between Cherwell District Council and Bicester Town Council.
- Procure the required works and commence delivery.
- Monitor progress, expenditure and project completion against the agreed programme.


Welcome to Longford Park


BICESTER
TOWN COUNCIL

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Appendix 3: Recommendation Paper – Kidlington (Five Parishes)	
Date of AOG	30 July 2026
AOG Chair	Leader of the Council and Portfolio Holder for Strategic Leadership and Regeneration
Report of	Kidlington (Five Parishes) AOG

Purpose of report

This paper sets out the recommendations arising from the Kidlington (Five Parishes) Area Oversight Group (AOG) to be put forward to the council's Executive for Local Area Development Funding.

1. Summary

1.1 To agree to request £238k of Local Area Development Funds to progress the following projects as discussed and recommended at the Kidlington (Five Parishes) Area Oversight Group held on 30 July 2026:

Figure 1: Project Summary

Project	Est. Cost (£)	AOG
Sports Pavilion – RIBA Stages 2-4	£33k	Kidlington
*Green Spaces Improvements – Yarnton	£110k	
Town Centre Improvements / High Streets Forum	£30k	
*Oxford-Banbury Road Corridor Options Appraisal	£45k	
Insight Profiles and Community Fund	£20k	
Total Funding Requested	**£238,000**	
** The allocations for these two projects are for match funding to support delivery of a wider initiative*		

2. Councillor Attendance and Engagement

2.1 As part of the AOG process, appropriate Ward Councillors were invited to the Kidlington AOG APP Review meeting held at Exeter Hall on 30 July 2026.

2.2 In total, 5 Councillors attended the AOG meeting alongside CDC and OCC Officers.

3. Project Proposals

3.1 All projects proposed for funding were discussed at the relevant AOG meeting and have been included in Area Priority Plans (APPs) with agreement from Ward Councillors in attendance at the respective AOG meetings.

3.2 The following projects were voted on and recommended by Councillors in attendance at the meeting:

Figure 2: Projects Proposed for Funding

Project	Votes For	No Vote Recorded
Sports Pavilion – RIBA Stages 2-4	5	0
Green Spaces Improvements – Yarnton	4	1
Town Centre Improvements / High Streets Forum	5	0
Oxford-Banbury Road Corridor Options Appraisal	5	0
Insight Profiles and Community Fund	5	0

3.3 The proposed projects were discussed and recommended by the majority of Councillors in attendance.

3.4 In addition, one further project was discussed and delayed for further work to be undertaken by officers. This will be presented to a future AOG meeting for additional discussion.

Figure 3: Projects Deferred

Sports Facilities Masterplan and Club Development Plans	Decision deferred

Decision Information

Report Author	Tom Darlington, Kidlington Area Lead Officer
Report Author contact details	Thomas.darlington@cherwell-dc.gov.uk

Appendix 4

Outline Business Case

Classification: PUBLIC
Ensure personal or sensitive data is redacted before publication.

Project Title	PR7a Sports Pitches and Pavilion Design
Author	Tom Darlington, Kidlington Area Lead Officer
Date	24/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	24/07/26	T Darlington	P Sharp	

Approvals

Role	Name	Date

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place and Regeneration
Project Name (for the public domain)	PR7a Sports Pitch and Pavilion Design
Project to be delivered by	CDC
Department/Service	Regeneration & Growth

Strategic Fit

This project aligns with the quality housing and placemaking, and community leadership corporate priorities under the 'deliver sustainable and strategic development that meets Cherwell's needs now, and in the future' and 'strengthen community collaboration and resilience' respective sub-headings.

The project responds to independent evidence of need (from Cherwell's Sports Studies), and the needs of local stakeholders through securing planning consent for an agreed design of new facilities in the Gosford and Water Eaton Parish near Kidlington. The facility will enable the future sporting needs of the growing population in the area to be met, and the Parish Council to secure a new office.

Furthermore, through stakeholder engagement, it enables the Council to retain the prospect of an external investment in the facility of c.£300K from the Oxfordshire Football Association, and puts the Council in a strong position to secure up to 60% grant funding of a new 3G artificial all-weather pitch via the Football Foundation.

The project aligns with the sports and wellbeing cluster 'catalyst' project recommendation of the stage 2 Kidlington Spatial Study report.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Amber
Purpose of the Project	To secure Reserve Matters planning consent for an agreed design for the sports pitches and community pavilion to be constructed at PR7a, to enable the land to be offered to CDC (or an approved body) prior to 50% occupation under the terms of the associated S106 agreement. Outline planning consent has already been granted under 22/00747/OUT (Land at Bicester Rd) for 370 homes. The developer (Vistry) is on site, but no occupations have been recorded to date. The transfer of the land will be accompanied by a 'Community Hall Contribution' of £423,033.32 to be utilised when constructing the community

	pavilion, and a £110,000 'Sports Pitch Contribution' to be put towards the construction of the pitches, and a £50,000 sports pitch maintenance contribution. (Further S106 funds will be available to support the construction phase of this project once trigger points have been reached across the other PR sites.) Consultants have already been appointed to engage with stakeholders and draw up indicative options for the sports land at PR7a. Key stakeholders include Gosford and Water Eaton Parish Council who wish to see part of the pavilion building become their new Parish offices. The Oxfordshire FA are also interested in the facility becoming their new offices, and have a potential capital contribution of £300K to support the inclusion of their requirements. Should the Oxfordshire FA secure their inclusion at the facility, this would support a grant application to the Football Foundation for up to 60% of a 3G all-weather artificial pitch to be located at the site (and included within the designs). The consultants continue to draw up indicative options, however will not apply for planning permission under the current commission.
Impact on Service and implications of not undertaking the project	**<u>Impact on service:</u>** The project will ensure that planning permission is secured efficiently under the existing Outline consent, and that the land will be offered for transfer prior to 50% occupations. It will secure stakeholder support, particularly from Gosford and Water Eaton Parish Council and the Oxfordshire Football Association. The design will demonstrate publicly that new facilities are being prepared and planned in the area. **<u>Implications of not undertaking the project:</u>**

	The land will not be offered for transfer at 50% occupations, and may not be offered at all. Further expense will be incurred should the Council be required to submit a 'Full' application rather than 'piggy-back' on the existing Outline application through a Reserve Matters application.

Initial Options

Option 1 - Do Nothing – This risks the transfer of land required to meet the future sporting needs of residents in the Kidlington area. It also risks losing external investment in a public facility.

Rationale: This option is not recommended as it creates risk and uncertainty over the provision of future formal sporting facilities.

Option 2 – Do the Minimum – This would involve securing planning permission for a basic / functional changing pavilion and grass pitches at PR7a.

Rationale: This option wouldn't prioritise the needs of stakeholders, and would instead support a basic design that ensures the lowest future capital cost. The cost of securing planning permission through this project would likely remain the same.

Option 3 – Secure planning consent for a design fit for purpose in meeting future needs.

Rationale: This option is recommended as it ensures maximum 'buy-in' from stakeholders whilst retaining a cost efficient design.

Preferred Option: Option 3 is recommended as the preferred option.

Indicative Costs

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£33,000

Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£0
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N
Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount

Risks & Dependencies

Risk	**Impact**	**Mitigation**
Project costs exceed budget estimates.	Reduced scope of works or funding shortfall.	Develop detailed cost estimates, undertake competitive procurement, and include appropriate contingency allowances.
Contractor availability and procurement delays.	Delay in securing planning consent.	Consider a direct award utilising the existing consultants who have already provided a quote for the work.
Unexpected site conditions or drainage issues identified during design and delivery.	Additional costs and programme delays.	Undertake site investigations and surveys during project development to inform detailed design.

A significant lag between securing planning consent and the delivery of the facility.	Extend planning consent as required.	Review the plan annually with stakeholders to ensure it remains fit for purpose.

Governance & Delivery

The project will be led by the Regeneration and Growth team with support from the Wellbeing service. The project will be governed in-line with CDC project management guidelines, ensuring regular updates and scrutiny.

Next Steps

Subject to approval of this Outline Business Case, the following actions will be undertaken to progress the project:

- Develop a full scope for the commission
- Add the construction phase of the project to the capital programme as a future project
- Determine best procurement route
- Consult with the Facilities team on emerging design options
- Update the Area Oversight Group
- Explore a business case for forward funding the construction phase

Outline Business Case

Classification: PUBLIC

Ensure personal or sensitive data is redacted before publication.

Project Title	Yarnton Green Spaces Improvements – Rutten Lane.
Author	Jon Clark, Kidlington Assistant Area Lead Officer
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
1.0	27/07/2026	J Clark	T Darlington	

Approvals

Role	Name	Date
Head of Regeneration & Growth	Peter Sharp	03/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place & Regeneration
Project Name (for the public domain)	Yarnton Green Spaces Improvements – Rutten Lane
Project to be delivered by	CDC
Department/Service	Regeneration & Growth supported by Wellbeing

Strategic Fit

This project supports the priorities and strategic objectives of Cherwell District Council by delivering improvements that promote healthier, more active and connected communities. The proposals respond to the recommendations of a recent CDC commissioned Green Spaces Review, which identified Rutten Lane Park as a key community asset requiring investment to address ageing facilities, accessibility challenges and increasing demand.

The project will introduce a new Multi-Use Games Area (MUGA) play facility, encouraging greater participation in physical activity and outdoor recreation for children, young people and families, and allow Yarnton netball club to grow. By enhancing access to safe, attractive spaces, the scheme will contribute to improved health and wellbeing outcomes and support opportunities for social interaction and community cohesion.

The project also aligns with the Council's objectives for environmental enhancement and sustainable place-making by investing in existing community infrastructure and ensuring that green spaces remain fit for purpose. With planned housing growth expected to increase demand for outdoor recreation, the scheme will help ensure that local provision keeps pace with population growth and continues to meet the needs of both existing and future residents.

Overall, the project supports Cherwell District Council's priorities of creating healthy and thriving communities, improving wellbeing, encouraging active lifestyles, enhancing the natural environment, and delivering sustainable growth through investment in high-quality community assets.

The project also aligns with one of the recommended ‘catalyst’ projects (Strategic, accessible open space) from the Kidlington Spatial Study report produced by Arup on behalf of the Oxford Growth Commission.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Amber

Purpose of the Project	Earlier this year, Cherwell District Council commissioned a review of the recreation grounds across the Kidlington area. The review assessed the quantity, quality and accessibility of existing provision and identified a series of priority improvements to support physical activity, access to nature and health. The review identified Rutten Lane Park as an important and well-used community asset but found a number of issues that are limiting its effectiveness, including ageing infrastructure, accessibility constraints, poor drainage, inadequate supporting facilities that encourage wider community use. The review also highlighted that Yarnton has a relatively limited amount of publicly accessible green space for a settlement of its size, resulting in significant pressure on existing facilities. This project will deliver priority improvements to the infrastructure at the site, creating safer, more modern, accessible and inclusive facilities for children, young people and families. The investment will improve play value, encourage greater participation in activity, enhance user experience and ensure the sites continue to meet the needs of a growing population. The project will utilise £47,281 of play enhancement S106 funds from 20/01561/OUT. Given the age and condition of the existing MUGA, this presents a valuable opportunity to improve the facility while also addressing increasing demand within the area. Both local Members and the netball club have identified a growing need for additional recreational space to support current users and accommodate future growth. The proposed investment would therefore deliver significant community benefit by enhancing the quality, capacity, and accessibility of local recreation facilities.
Impact on Service and implications of not undertaking the project	**Impact on service:** The project will improve the quality, accessibility and capacity of Yarnton's key recreational assets, enabling them to better support community wellbeing, active lifestyles and social interaction.

	Enhanced MUGA facilities will increase opportunities for recreation and physical activity and contribute to improved health outcomes for residents. The scheme will also help ensure that the Parish Council can continue to provide high-quality, fit-for-purpose community facilities that meet current and future demand. It will also directly support CDC activities led by the Wellbeing service. **Implications of not undertaking the project:** Without investment, the condition and suitability of existing facilities will continue to deteriorate, reducing their attractiveness, usability and potential community benefit. Existing accessibility challenges and infrastructure deficiencies will remain unresolved, limiting opportunities for some residents to fully access and enjoy the sites. As housing growth continues across the area, pressure on existing recreation spaces will increase, further exposing current shortcomings and creating a risk that facilities will no longer adequately meet community needs. Failure to act would represent a missed opportunity to deliver the recommendations of the Green Space Review, improve health and wellbeing outcomes, and ensure Yarnton's green spaces remain safe, inclusive and resilient community assets for future generations.

Initial Options

Option 1 - Do Nothing - Continue to operate the existing MUGA and associated infrastructure with only routine maintenance.

Rationale: This option would require no capital investment in the short term. However, it would not address the ageing condition of the existing MUGA, accessibility limitations, increasing maintenance requirements or growing demand for recreation facilities identified through the Green Spaces Review. The opportunity to utilise available Section 106 funding would also be missed.

Option 2 - Minor Refurbishment - Undertake limited maintenance to the existing MUGA, including minor improvements to surfacing, fencing and lighting.

Rationale: This option would extend the life of the existing facility and improve its condition in the short term at a lower cost than full replacement. However, it would not fully address the underlying issues associated with the need to increase capacity and quality to meet future demand.

Option 3 – New MUGA recreation facility (Preferred Option) - Build a MUGA with a modern, fit-for-purpose facility.

Rationale: This option delivers the recommendations identified through the Green Space Review and provides the greatest long-term community benefit. It will create a safer, more accessible and durable recreational facility capable of supporting increased participation in physical activity and meeting the needs of existing and future residents. It also provides the best opportunity to maximise the use of available Section 106 funding and demonstrates collaborative working across both Regeneration & Growth and Wellbeing services.

Preferred Option: Option 3 is recommended as the preferred option as it best meets the project objectives, delivers the greatest strategic and community benefits, and provides the most sustainable long-term investment.

Indicative Costs

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£157,281
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (<u>not already allocated to another project in the capital programme)</u>	
Type (e.g. Grant, S106, sale proceeds)	Amount
Area Development Funds (September 2026)	£110,000
Funding from existing S106 contributions for off-site play facility enhancements	£47,281

Risks & Dependencies

Risk	**Impact**	**Mitigation**
Project costs exceed budget estimates.	Reduced scope of works or funding shortfall.	Develop detailed cost estimates, undertake competitive procurement, and include appropriate contingency allowances.
Planning, landowner or statutory approvals required.	Delays to project delivery programme.	Engage with relevant stakeholders and statutory bodies early and secure approvals before construction commences.
Contractor availability and procurement delays.	Delayed implementation of improvements.	Develop a clear procurement programme and undertake early engagement where appropriate.
Unexpected site conditions or drainage issues identified during design and delivery.	Additional costs and programme delays.	Undertake site investigations and surveys during project development to inform detailed design.
Increased demand following completion places pressure on facilities.	Higher maintenance requirements and operational costs.	Ensure facilities are designed for durability and establish appropriate maintenance and asset management plans.

Future maintenance funding constraints.	Risk of deterioration in facility quality over time.	Agree long-term maintenance responsibilities and incorporate costs into future budget planning.

Governance & Delivery

The project will be delivered through a partnership between Cherwell District Council and Yarnton Parish Council.

Cherwell District Council will provide overall project oversight, ensuring alignment with the recommendations of the recent Green Spaces Review and wider strategic objectives. Yarnton Parish Council, as owner and operator of the facilities, will be responsible for the long-term management of the completed assets. (Which are expected to be c.£3,420 per annum for Sinking and Maintenance fund for a new MUGA)

Project governance will include:

- Strategic oversight by Cherwell District Council Regeneration & Growth and Wellbeing services.
- Project management led by the appointed delivery team.
- Regular progress monitoring against programme, budget and agreed outcomes.
- Stakeholder engagement with residents, users and community groups throughout the project lifecycle.
- Procurement and contract management in accordance with Council procedures.
- Post-completion review to assess delivery against intended outputs and outcomes.

Next Steps

Subject to approval of this Outline Business Case, the following actions will be undertaken to progress the project:

1. Confirm the preferred scope of works in consultation with Yarnton Parish Council, local Members and key stakeholders.
2. Develop outline designs and technical specifications for the proposed MUGA improvements.
3. Undertake any required site investigations, surveys and drainage assessments to inform the detailed design.

4. Obtain updated cost estimates and test affordability against available Section 106 funding and other potential funding sources.
5. Confirm project governance arrangements, delivery responsibilities and long-term maintenance commitments, including agreement with Yarnton Parish Council regarding future asset management.
6. Prepare a detailed procurement strategy and delivery programme.
7. Complete a Full Business Case, including a detailed financial appraisal, risk assessment and project plan.
8. Seek the necessary approvals to release funding and proceed to procurement and delivery.

Outline Business Case

Classification: PUBLIC
Ensure personal or sensitive data is redacted before publication.

Project Title	**Town Centre Improvements (Kidlington)**
Author	Alex Lui, Economic Growth Officer
Date	20.07.2026
Version	0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	20.07.2026	Alex Lui	Tom Darlington	

Approvals

Role	Name	Date
Head of Regeneration & Growth	Peter Sharp	03/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place & Regeneration / Executive Director – Neighbourhood Services
Project Name (for the public domain)	Town Centre Improvements (Kidlington)
Project to be delivered by	Alex Lui
Department/Service	Regeneration & Growth Team

Strategic Fit

The project supports Cherwell District Council's Corporate Plan 2025–26 by creating a more attractive, accessible and vibrant town centre through targeted public realm improvements. These enhancements will help establish a stronger sense of place and civic pride, create safer and more welcoming public spaces, and encourage people to spend more time in the town centre. This aligns with the Council's objectives to create **vibrant economic centres, strengthen communities and deliver high-quality place-making.**

The project will introduce greening initiatives, including new planters and landscaping, to **enhance the appearance and environmental quality of the town centre.** Combined with improvements to public spaces, this will **help create safer, more welcoming and attractive areas** where people can spend time, socialise and be active, supporting health and wellbeing. Increased dwell time and footfall will also help support local businesses and **encourage future investment in the town centre deliver sustainable and strategic development**

Business Need

Service Activity	Economic Growth
Category	Desired
Corporate Business Plan Priority	Economic Propsperity
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	The project acts as a coordinated place-shaping approach to improve Kidlington town centre. It responds to priorities identified within the Kidlington Public Realm Strategy Framework (published in November 2024) and the 'catalyst' project identified in the Stage 2 Kidlington Spatial Study report produced by Arup on behalf of the Oxford Growth Commission, as well as expected priorities from the Cherwell High Streets & Visitor Economy Strategy (due to be published in Winter 2026). It aims to address prominent issues including street furniture clutter, lack of a central focal

	point, limited wayfinding, underutilised units and the need for a stronger town centre identity.
Impact on Service and implications of not undertaking the project	If the project is not undertaken, existing town centre issues are likely to remain or worsen. This may result in missed opportunities to increase local spending and dwell time, support business growth and attract investment. Over time, this could contribute to a decline in retail, leisure and community activity within the town centre, reducing its attractiveness, vitality and sense of pride in place. The absence of early feasibility and regeneration work may also delay future investment opportunities and limit the Council's ability to secure external funding for larger-scale improvements.

Initial Options

Options	Primary Focus	Output	Risks / Limitations	Indicative Outcome
1	Kidlington high street as an inviting focal point	• Remove redundant signs and furniture • Public realm seating and greening initiatives • Improve key gateway entrance	• Limited geographical impact • Doesn't fully address wider town centre issues • Less focus on economic activation	Cleaner, more attractive welcoming town centre environment core areas with improved first impressions.
2	Unlocking opportunities on the highstreet	• Pop-up and meanwhile use programme • Vacant unit activation • Visitor economy initiatives • Business engagement • Enhanced wayfinding	• Relies on landlord and business participation • Less visible physical change	More active town centre, increased occupancy and business engagement

3	Establish evidence for future Kidlington town centre renewal	• Feasibility studies • Strategic site reviews • Land investigations • CPO investigations • GIS layers to build a portrait of high street ownership	• Limited short-term physical benefits • Longer-term outcomes	Clear regeneration strategy and pipeline of future projects
4 (Preferred)	Combination of options 1, 2 & 3	• Public realm improvements • Decluttering programme • Gateway enhancements • Pop-up and meanwhile uses • Regeneration feasibility studies • Feasibility into future town centre renewal	• Most resource intensive • Requires phased delivery	A stronger, more resilient town centre capable of attracting investment and retaining more local spend
5	No intervention	• No capital expenditure required • No delivery risk	• Continued decline of local and visitor economy spend, reducing town centre vitality, resilience and ability to retain businesses. • Continued visual clutter, redundant infrastructure and weak gateway entrances, resulting in poor first impressions. • Reduced competitiveness compared with neighbouring centres and destination. • Lower confidence amongst businesses, potentially discouraging future investment. • Greater difficulty in supporting long-term town centre renewal and regeneration ambitions.	Gradual decline in attractiveness, reduced ability to capture growth opportunities, and increased future intervention costs

Indicative Costs

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£30,000
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	N/A
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N
Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
N/A	N/A

Risks & Dependencies

Risk	**Impact**	**Mitigation**
Funding availability is insufficient	Reduced scope, delayed delivery, or inability to progress all project elements.	Phase delivery and prioritise high-impact interventions

Difficulty securing participation from property owners	Limits delivery of pop-up uses and vacant unit activation.	Focus initially on willing participants and demonstrate benefits through pilot projects already completed in Oxfordshire, led by the current Economic Growth Officer prior to their appointment
Public realm improvements fail to generate expected footfall increases	Economic benefits may be lower than anticipated.	Combine physical improvements with activation, events and marketing initiatives.
Planning, legal or land ownership constraints	Delays feasibility work and future regeneration opportunities.	Early site investigations and legal due diligence to identify barriers.
Delivery capacity and resource constraints	Project delivery delays and reduced programme effectiveness.	Establish clear governance and allocate sufficient project management resources.
Wayfinding and public realm improvements become outdated over time	Reduced long-term effectiveness and visitor impact.	Ensure designs are flexible, durable and aligned with future town centre plans.
Disruption during implementation	Temporary impacts on businesses, visitors and residents.	Phase works carefully and maintain communication with affected stakeholders.

Governance & Delivery

The project will be led by Cherwell District Council's Regeneration & Growth team who will provide strategic oversight, support engagement activity and ensure alignment with local priorities and objectives.

Next Steps

Stage	Action
1. Establish Governance and Set Baseline	Form a Town Centre Steering Group comprising key stakeholders, landowners, councillors and public sector partners to provide oversight, coordinate delivery and

	prioritise interventions, using the strategies as a framework for delivery recommendations.
2. Commission and Procure Required Support	Direct award or tender specialist consultancy support to undertake public realm, wayfinding, activation and regeneration studies, while confirming procurement routes for future project delivery.
3. Implement Deliverables	Prepare feasibility assessments, implementation plans, gateway improvements, public realm enhancements and High Street initiatives.
4. Consolidate findings	Recommendations for future phases

Outline Business Case

Classification: PUBLIC
Ensure personal or sensitive data is redacted before publication.

Project Title	A4260 Corridor Study (Kidlington Roundabout – Langford Lane)
Author	Jon Clark, Kidlington Assistant Area Lead Officer
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	**Date**	**Author**	**Reviewer**	**Changes**
0.1	27/07/2026	J Clark	T Darlington	

Approvals

Role	**Name**	**Date**
Head of Regeneration & Growth	Peter Sharp	03/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place & Regeneration
Project Name (for the public domain)	A4260 Corridor Study (Kidlington Roundabout – Langford Lane)
Project to be delivered by	OCC
Department/Service	Regeneration & Growth

Strategic Fit

The A4260 Oxford Road/Banbury Road Corridor Study supports Cherwell District Council's corporate priorities by promoting sustainable growth, improving connectivity, supporting environmental sustainability, and creating healthy and attractive places for people to live, work and visit.

The project directly supports the aspirations of the Kidlington Framework Masterplan SPD (2016) by exploring opportunities to transform a vehicle-dominated corridor into a more balanced and people-focused environment. Through the promotion of active travel, public transport, improved public realm and placemaking, the project aligns with local and countywide objectives to reduce car dependency, encourage sustainable travel choices and improve accessibility for all users.

The study will provide an evidence-based framework to support future infrastructure investment, ensuring that transport and public realm improvements keep pace with housing and population growth. It will also strengthen partnership, working with Oxfordshire County Council and other key stakeholders, positioning Kidlington to secure future funding and investment opportunities that contribute to long-term economic, social and environmental benefits.

The project also aligns with one of the 'catalyst' project (Kidlington Town Centre improvements) recommendations from the Kidlington Spatial Study report produced by Arup under commission from the Oxford Growth Commission.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	The purpose of the project is to commission a high-level corridor study for the A4260 Oxford Road/Banbury Road from Langford Lane to the Kidlington roundabout, building upon the vision and recommendations established within the Kidlington Framework Masterplan SPD (2016). The study will review the corridor's existing function and explore opportunities to create a more

	attractive, accessible and sustainable environment that better supports walking, cycling, public transport, local businesses and community life. It will assess options to improve pedestrian and cycle infrastructure, public realm, bus priority measures, landscaping, street lighting and placemaking features along this key gateway route. The project will develop a refreshed vision for the corridor and produce a suite of deliverable options that can inform future investment decisions, support funding bids and facilitate discussions with Oxfordshire County Council, transport operators and other delivery partners. Ultimately, the project seeks to ensure that the A4260 evolves in a way that supports sustainable growth, improves connectivity and enhances the overall character and identity of Kidlington. There will be a particular focus on how the High Street & Exeter Hall area interacts with the corridor. The project aligns with work already commissioned by OCC on the A4165 corridor from the Kidlington roundabout to the Cutteslowe roundabout.
Impact on Service and implications of not undertaking the project	**<u>Impact on service:</u>** The project will provide a strategic evidence base to support future transport, infrastructure and placemaking decisions relating to one of Kidlington's most important transport corridors. It will help inform future policy development, funding applications and partnership discussions, ensuring that transport infrastructure investment is aligned with wider growth and regeneration ambitions. The study will support officers in identifying potential opportunities for sustainable transport improvements and public realm enhancements, helping to create a clearer long-term vision for the corridor. It will also strengthen collaboration with Oxfordshire County Council and other stakeholders, supporting a

	coordinated approach to transport planning and infrastructure delivery. **<u>Implications of not undertaking the project:</u>** Without this study, the Council will lack an updated and evidence-based understanding of the opportunities available to improve the A4260 corridor and deliver the ambitions set out within the Kidlington Framework Masterplan SPD. Which could result in: • Missed opportunities to secure future transport and infrastructure funding. • Limited ability to influence future transport investment priorities within Kidlington. • Continued dominance of vehicle movement at the expense of walking, cycling and public transport. • Reduced ability to integrate transport improvements with planned housing growth and development. • A lack of strategic direction for future corridor improvements and placemaking initiatives. • Missed opportunities to improve the appearance, accessibility and overall quality of the main gateway into Kidlington. • Increased pressure on existing transport infrastructure as the local population continues to grow. The project would likely be commissioned in the future, but the opportunity to bring this work forward with OCC is timely given wider work looking at the area and the future of the High Street.

Initial Options

<u>Option 1 - Do Nothing -</u> Continue to rely on existing evidence, planning policy and transport studies without commissioning a dedicated feasibility and concept study for the A4260 corridor.

Rationale: This option would require no immediate expenditure. However, it would not provide an updated evidence base to inform future investment decisions, support funding applications or progress the ambitions of the Kidlington Framework Masterplan SPD. Opportunities to influence future transport improvements and placemaking initiatives may be lost, and the Council would be less well-positioned to respond to growth and infrastructure challenges.

Option 2 - Limited Corridor Review - Undertake a focused desktop review of existing transport, planning and development evidence to identify high-level improvement opportunities and priorities.

Rationale: This option would provide some updated information at a relatively low cost and could help identify potential projects. However, it would be unlikely to provide the level of technical analysis, stakeholder engagement or concept design work required to support future funding bids, partnership discussions or strategic investment decisions. The resulting recommendations may lack sufficient detail and robustness.

Option 3 - Comprehensive Feasibility and Concept Study (Preferred Option)

Commission a multidisciplinary feasibility and concept study covering the A4260 corridor between Kidlington Roundabout and Langford Lane, including transport analysis, placemaking opportunities, active travel improvements, public realm enhancements and stakeholder engagement.

Rationale: This option provides the most comprehensive evidence base and aligns with the objectives of the Kidlington Framework Masterplan SPD. It will develop a clear vision for the corridor, assess a range of deliverable options and create a framework for future investment. The study will strengthen partnership working with Oxfordshire County Council and other stakeholders while providing the information required to support future funding opportunities and implementation projects.

Preferred Option: Option 3 - is recommended as the preferred option as it provides the strongest strategic evidence base, maximises opportunities to secure future investment, and offers the greatest potential to influence the long-term development of one of Kidlington's most important transport corridors.

Indicative Costs

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£45,000
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	
Capital funding identified (<u>not already allocated to another project in the capital programme)</u>	
Type (e.g. Grant, S106, sale proceeds)	Amount £

Risks & Dependencies

Risk	**Impact**	**Mitigation**
Lack of stakeholder support from key transport partners.	Recommendations may not gain support for future delivery.	Engage Oxfordshire County Council, transport operators and key stakeholders throughout the study process.

Funding constraints for future implementation.	Identified improvements may not progress beyond concept stage.	Develop a robust evidence base and phased delivery options to support future funding bids.
Conflicting transport priorities between stakeholders.	Delays in agreement on preferred options.	Ensure early engagement and evidence-led option appraisal.
Technical constraints within the highway corridor.	Limits potential interventions and deliverable options.	Undertake high-level feasibility assessments and identify realistic proposals.
Changes to growth projections or planning priorities.	May affect future infrastructure requirements.	Ensure the study reflects current development proposals and allows flexibility for future updates.
Public concerns regarding potential highway changes.	Reduced support for future improvements.	Include stakeholder engagement and clear communication of project objectives and benefits.

Governance & Delivery

The project will be led by Oxfordshire County Council, with CDC retaining a role to scrutinise and confirm the scope, and monitor progress with the commissioned consultants.

A Project Steering Group will be established to provide strategic oversight and review progress throughout the commission. Membership is expected to include:

- Cherwell District Council
- Oxfordshire County Council (Transport and Infrastructure Teams)
- Planning and regeneration representatives
- Relevant transport operators and stakeholders
- Specialist consultants appointed to undertake the study

The Steering Group will oversee project delivery, review emerging findings, guide stakeholder engagement activities and approve the final recommendations.

Next Steps

Subject to approval of this Outline Business Case, the following actions will be undertaken to progress the project:

1. Confirm the project brief, study objectives and scope in consultation with Oxfordshire County Council and key stakeholders.
2. Establish the Project Steering Group and agree governance, reporting arrangements and decision-making processes.
3. Secure funding contributions and confirm the overall project budget, including any potential match funding arrangements.
4. Prepare procurement documentation and appoint qualified consultants to undertake the feasibility and concept study.
5. Develop a stakeholder engagement plan, including engagement with local Members, Kidlington Parish Council, transport operators, businesses and community groups.
6. Undertake baseline analysis of corridor conditions, including transport performance, active travel provision, public realm quality and development opportunities.
7. Develop and assess a range of strategic and conceptual improvement options, including consideration of walking, cycling, public transport, public realm and placemaking interventions.
8. Prepare a Full Business Case setting out the preferred approach, project programme, costs, risks, funding opportunities and recommendations for future delivery phases.

Outline Business Case

Classification: PUBLIC
Ensure personal or sensitive data is redacted before publication.

Project Title	Insight Profile Community Fund
Author	Jon Clark, Kidlington Assistant Area Lead Officer
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	**Date**	**Author**	**Reviewer**	**Changes**
0.1	09/07/26	Jon Clark	Tom Darlington	

Approvals

Role	**Name**	**Date**
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Insight Profile Community Fund
Project to be delivered by	Wellbeing
Department/Service	Neighbourhood Services

Strategic Fit

The Kidlington East Community Insight Project directly supports Cherwell District Council's corporate priorities by addressing health inequalities, promoting community wellbeing, supporting vulnerable residents, strengthening local communities and enabling evidence-based decision-making.

The project aligns with the Council's commitment to reducing inequalities, by focusing on an area where deprivation levels are increasing, relative to the national picture and where data identifies particular challenges affecting children, young people and older residents. Through detailed analysis of health, social and economic indicators, combined with direct engagement with local residents and stakeholders, the project will develop a robust understanding of community needs and opportunities.

The Community Insight Profile will support prevention and early intervention by identifying factors that contribute to poorer health and wellbeing outcomes, enabling the Council and its partners to target resources more effectively. The project will strengthen partnership working across public, voluntary and community sector organisations and provide an evidence base to inform future service planning, commissioning, funding bids and investment decisions.

The project also supports the Council's objectives around sustainable growth by ensuring that services, community infrastructure and local support networks are informed by a clear understanding of current and emerging needs within Kidlington East. By helping local organisations build capacity and deliver targeted community-based support, the project will contribute to stronger, more resilient communities and reduce future demand on statutory services.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green

Purpose of the Project	The purpose of the Kidlington East Community Insight Project is to develop a comprehensive evidence-based understanding of the health, social and economic conditions affecting residents in Kidlington East, with a particular focus on addressing inequalities and improving health and wellbeing outcomes. The project will combine detailed analysis of public health and deprivation data with direct engagement with residents, community groups and partner organisations to identify local needs, challenges, strengths and opportunities. This will ensure that future decisions are informed by both robust quantitative evidence and the lived experiences of local people. The resulting Community Insight Profile will provide a clear evidence base to support service planning, commissioning, partnership working and future investment. It will help partners target resources more effectively, identify priority actions, strengthen community resilience and support the development of local voluntary and community sector organisations. This work will culminate in a community grant programme for VCSE (non-sporting) groups. Ultimately, the project aims to reduce health inequalities, improve outcomes for residents, inform future growth and service provision, and ensure that public resources and investment are directed towards those areas and communities experiencing the greatest need.
Impact on Service and implications of not undertaking the project	**Impact on service:** The project will provide a comprehensive evidence base to support service planning, commissioning and resource allocation across Kidlington East. It will improve understanding of the factors contributing to health inequalities and deprivation within the area, enabling services and interventions to be more effectively targeted towards those residents experiencing the greatest need. The Community Insight Profile will help inform future policy development, funding applications and partnership initiatives by bringing together quantitative

	data, community insight and stakeholder perspectives in a single evidence-based framework. The project will also strengthen relationships between the Council, health, voluntary/community sector organisations and residents, ensuring that future priorities are informed by local knowledge and lived experience. In addition, the project will identify opportunities to support and strengthen the voluntary and community sector, helping community organisations develop sustainable services that improve outcomes for local residents whilst reducing pressure on statutory health, care and public services. **Implications of not undertaking the project:** Without this project, there is a risk that growing inequalities within Kidlington East will not be fully understood or effectively addressed. The Council and its partners may lack the detailed local intelligence required to target resources, design interventions and prioritise investment where it will achieve the greatest impact. Failure to undertake the project could result in: • Missed opportunities to identify and address emerging health and wellbeing challenges. • Reduced ability to secure external funding due to the absence of a robust evidence base. • Services and interventions that are less responsive to local need and lived experience. • Limited understanding of community assets, strengths and opportunities for improvement. • Increased pressure on statutory services due to a lack of preventative and community-led interventions.

	• Reduced opportunities to support the development and sustainability of local voluntary and community organisations. • Poorer long-term outcomes for residents experiencing deprivation, social isolation and health inequalities.

Initial Options

Option 1 – Do Nothing - Continue with existing service provision and community support arrangements without undertaking a dedicated Community Insight Profile or establishing a targeted grant programme.

Rationale: This option would require no additional investment. However, it would not provide an updated understanding of emerging community needs, nor would it address evidence showing increasing levels of deprivation and inequality within parts of Kidlington East. The Council and its partners would have limited evidence to inform future interventions, funding bids and local investment decisions.

Option 2 – Produce a Data-Led Community Profile Only - Undertake a desktop analysis of existing public health, demographic and deprivation data to identify trends and areas of need.

Rationale: This option would provide an updated evidence base at a relatively low cost. However, it would not capture the lived experiences of residents, community organisations and stakeholders. As a result, opportunities to identify local strengths, barriers and community-led solutions may be missed, reducing the effectiveness of any future interventions.

Option 3 – Community Insight Profile with Targeted Grant Programme (Preferred Option) - Develop a comprehensive Community Insight Profile combining quantitative data analysis with resident and stakeholder engagement and establish a dedicated community grant programme to support delivery of locally identified priorities.

Rationale: This option provides the strongest evidence base and ensures that future investment is informed by both data and community insight. It will identify local challenges and opportunities, strengthen partnership working and enable targeted interventions through the grant programme. The approach builds on successful Community Insight projects delivered elsewhere in Cherwell and provides a mechanism for local voluntary and community organisations to deliver solutions that directly address identified needs.

<u>Preferred Option:</u> Option 3 is recommended as it offers the greatest opportunity to understand and respond to local need, improve health and wellbeing outcomes, strengthen community capacity and ensure future investment is targeted where it can have the greatest impact.

Indicative Costs

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£20,000
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	No
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	N
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N
Capital funding identified (<u>not already allocated to another project in the capital programme)</u>	
Type (e.g. Grant, S106, sale proceeds)	Amount £

Risks & Dependencies

Risk	Impact	Mitigation
Limited engagement from residents and community groups.	Community insight may not fully reflect local experiences and priorities.	Deliver a comprehensive engagement programme using a range of channels, venues and community partners to maximise participation.
Insufficient stakeholder participation from partner organisations.	Reduced quality of information and weaker partnership ownership of recommendations.	Establish a project steering group and maintain regular engagement with key partners throughout the project.
Gaps or inconsistencies in available datasets.	Could limit the accuracy of conclusions and recommendations.	Use multiple data sources, triangulate information and supplement quantitative data with qualitative engagement.
Limited capacity within community organisations to engage or deliver future actions.	Reduced ability to implement recommendations and interventions.	Build capacity through partnership working, funding opportunities and targeted support for local organisations.
Failure to secure future funding to implement recommendations.	Recommendations may not translate into tangible outcomes.	Develop a strong evidence base to support future funding applications and investment decisions.
Ongoing changes in local demographics and housing growth.	Emerging needs may change during the project lifecycle.	Ensure analysis incorporates planned housing growth and includes mechanisms for future review and updating.

Governance & Delivery

The project will be led by Cherwell District Council Community Wellbeing team who will provide strategic oversight, support engagement activity and ensure alignment with local priorities and objectives.

Next Steps

Subject to funding approval, the following actions will be undertaken to progress the project:

1. Confirm project scope, governance arrangements and delivery timetable with the Wellbeing Team and key partners.
2. Compile and analyse relevant demographic, deprivation, health and social data relating to Kidlington East to establish the baseline evidence base.
3. Develop and implement a community engagement programme involving residents, community groups, service providers and local stakeholders.
4. Identify key community priorities, challenges, assets and opportunities through analysis of both quantitative and qualitative evidence.
5. Produce and publish the Community Insight Profile, including a series of evidence-based recommendations and priority actions.
6. Design and launch the Community Fund grant programme, ensuring that funding criteria align with the recommendations emerging from the Community Insight Profile.
7. Invite applications from local voluntary, community and social enterprise (VCSE) organisations to deliver activities and initiatives addressing identified needs.
8. Monitor delivery and outcomes of funded projects to assess impact, inform future investment decisions and support future funding opportunities.
9. Use the findings to inform wider Council priorities, partnership working, service planning and future funding bids aimed at reducing inequalities and improving health and wellbeing in Kidlington East.

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Appendix 5: Recommendation Paper – Banbury	
Date of AOG	5 August 2026
AOG Chair	Deputy Leader of the Council and Portfolio Holder for Planning and Enforcement
Report of	Banbury AOG

Purpose of report

This paper sets out the recommendations arising from the Banbury Area Oversight Group (AOG) to be put forward to the council's Executive for Local Area Development Funding.

1. Summary

1.1 To agree to request £100k of Local Area Development Funds to progress the following projects as discussed and recommended at the Banbury Area Oversight Group held on 5 August 2026:

Figure 1: Project Summary

Project	Est. Cost (£)	AOG
Banbury Town Centre Revitalisation – Look and Feel Phase 2	£100k	Banbury
Total Funding Requested	**£100,000**	

2. Councillor Attendance and Engagement

2.1 As part of the AOG process, appropriate Ward Councillors were invited to the Banbury AOG APP Review meeting held at CDC Offices on 5 August 2026.

2.2 In total, 7 Councillors attended the full AOG meeting alongside CDC and OCC Officers.

3. Project Proposals

3.1 All projects proposed for funding were discussed at the relevant AOG meeting and have been included in Area Priority Plans (APPs) with agreement from Ward Councillors in attendance at the respective AOG meetings.

3.2 The following projects were voted on and recommended by Councillors in attendance at the meeting:

Figure 2: Projects Proposed for Funding

Project	Votes For	Votes Against
Banbury Town Centre Revitalisation – Look and Feel Phase 2	7	0

3.3 The proposed project was discussed and recommended unanimously by Councillors in attendance and was supported by AOG members in attendance at the meeting.

Decision Information

Report Author	Tracey Thomas, Banbury Area Lead Officer
Report Author contact details	Tracey.thomas@cherwell-dc.gov.uk

Appendix 6

Outline Business Case

Classification: PUBLIC
Ensure personal or sensitive data is redacted before publication.

Project Title	**Banbury Town Centre Revitalisation Look & Feel – Phase 2**
Author	Tracey Thomas, Banbury Area lead
Date	22/7/26
Version	0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	22.07.2026	Tracey Thomas	Peter Sharp	

Approvals

Role	Name	Date
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Banbury Town Centre Revitalisation Look & Feel – Phase 2
Project to be delivered by	
Department/Service	

Strategic Fit

This is the second phase of a package of measures to support Banbury town centre revitalisation aligning with the corporate priority of Economic prosperity: create vibrant economic centres and visitor economy and place-shaping objectives and demonstrates investment in local infrastructure and commitment to improving the area for residents and visitors.

Business Need

Service Activity	A focussed programme of street furniture upgrading to enhance the appearance of Banbury town centre
Category	Desired
Corporate Business Plan Priority	Economic Propspserity
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	At the June 2026 Area Oversight Group (AOG) meeting, a priority action was agreed and added to the Area Priority Plan (APP) to upgrade street furniture in Banbury town centre. This was in response to a discussion around the desire to enhance the appearance of the town centre to support attractiveness and deliver improvements to visitors' dwell time. Officers have explored this request and identified an opportunity to carry out a focussed programme of replacement and refurbishment of street furniture in the town centre – including benches, recycling bins other cast iron street furniture, to include hanging basket columns and planters. The proposed programme of replacement and refurbishment of street furniture will enhance the appearance, functionality and accessibility of the town centre. Investment will create a more attractive and welcoming environment for residents, visitors and businesses. The scheme will support increased town centre footfall, encourage longer dwell times, improve civic pride, and reduce ongoing maintenance liabilities. Collectively, these improvements will support wider regeneration ambitions and help ensure the town centre remains a vibrant, attractive and accessible destination.
Impact on Service and implications of not undertaking the project	The scheme has been confirmed with the service manager as deliverable but will require the addition of an external contractor to pick up the painting elements. This is built into the costs below. The scheme will bring funds to facilitate an accelerated programme of street furniture which ordinarily has a small budget, The focussed nature of this work means that, once completed, there will be a considerable saving on operative time for ongoing

	repair & maintenance of the street furniture for a period. This will allow the team to focus on more commercial or rechargeable works for 3rd parties, leading to increased income. If this project is not undertaken, improvements to town centre street furniture will be more piecemeal and over a longer period. This will not have the same immediate impact and the ambition to deliver a noticeable enhancement of the appearance of the town centre will not be realised.

Initial Options

Option 1 – Preferred Option
A focussed programme of street furniture replacement and refurbishment - including benches recycling bins and other cast iron street furniture, including hanging basket columns and planters in the town centre. This will create a more welcoming town centre environment, encouraging increased footfall and visitor dwell time and will enhance the image and perception of Banbury town centre, supporting future inward investment and regeneration objectives. Officers will also explore potential opportunities to link to Banbury's rich heritage.

Option 2 – Replacement or Refurbishment of benches only

This option considers a replacement and refurbishment programme for the benches and recycling bins only. Although this will go some way to improving the appearance of Banbury town centre, the poor state of the remaining cast iron street furniture will be more noticeable and the benefits listed above will not be realised.

Option 3- Do nothing

This project will utilise Area Development Funding to enable the introduction of enhancements in Banbury, identified by ward councillors as representatives of our communities. Doing nothing means the identified issues are not addressed.

Indicative Costs

It is expected that the full cost will be covered by an allocation of Local Area Development Funding.

	Estimated cost
73* benches replacement/refurbishment	£50k
24 bins replacement/refurbishment	£20k
Other cast iron street furniture repainting (40 planter columns, and up to 50 planters)	£20k
Contingency	£10k
TOTAL	**£100k**

(*7 benches in Market Place are included in the costs but these may be picked up as part of the OCC funded Market Place Improvements Project)

Revenue implications of project	
Please estimate any **one-off revenue costs** – *these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria*	£ 0
Please estimate any **recurring revenue costs** once the project is completed – *e.g. maintenance and repairs, business rates, staffing etc.*	£0
Is the project expected to **increase income** or **reduce revenue expenditure** over the medium-term financial period once completed?	Yes - reduce revenue expenditure
If **yes** above, please **provide an estimate** and **brief explanation** of the expected revenue benefit below	TBC

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£100k
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	Y - Area Funds

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
N/A	N/A

Risks & Dependencies

Risk	Impact	Mitigation
Increased costs - due to inflation, increased material costs, or unforeseen installation requirements.	Additional funding required, reduced project scope, or delays whilst additional resources are secured.	Develop detailed cost estimates, include contingency funding, undertake competitive procurement, and monitor expenditure regularly.
Insufficient budget to complete all elements of the programme	Inability to deliver all project elements, reducing the overall benefits and visual impact of the scheme.	Prioritise key interventions.
Supply chain delays	Delay to project completion	Order materials early, use framework suppliers where available, and build flexibility into project timescales.
Disruption to businesses and pedestrian	Reduced footfall, complaints from businesses, and	Phase works, maintain access routes, communicate works schedules, and undertake

	temporary decline in town centre activity.	works outside peak trading periods where possible.

Governance & Delivery

- Area Oversight Group and Executive – to receive bi-monthly monitoring report
- Area Lead – to compile bi-monthly monitoring report
- Directorate Portfolio Board – to receive monthly update on delivery from Project Manager
- Project Manager – from the Street Scene and Cleansing team to be responsible for day-to-day management and coordination
- Operational Supervisor – to oversee works

Next Steps

- Confirm Area Development funding to cover project costs
- Define Measurable Outcomes & Benefits
- Operational Planning - Develop a detailed delivery schedule

This report is public	
Additional Temporary Accommodation Purchases	
Committee	Executive
Date of Committee	7 September 2026
Portfolio Holder presenting the report	Portfolio Holder for Housing and Greener Communities, Councillor Ian Middleton
Date Portfolio Holder agreed report	10 August 2026
Report of	Assistant Director Wellbeing and Housing, Nicola Riley

Purpose of report

To seek approval to add additional funds from grants received to the capital budget for purchases of property for temporary accommodation.

1. Recommendations

The Executive resolves:

1.1 To approve the increase to the Council's capital programme of £1,000,000 that arises from the report, using grant funding from resettlement.

2. Executive Summary

2.1 The Council is anticipating some acute housing pressures to arise from accommodation that has been leased from the Ministry of Defence, which currently houses families that are within Afghan Resettlement Schemes. These leases will come to an end within this financial year. These families are households that the Council would owe housing duties to, in accordance with the Housing Act 1996, if they approached the Council as homeless.

2.2 The increased numbers of homeless people are likely to put further pressure on temporary accommodation and homeless services. Temporary accommodation costs for these households, if met through nightly charged options, would be significant. To not source appropriate housing will increase revenue expenditure.

2.3 To assist with housing and support for families that are housed through resettlement schemes, such as the Afghan Resettlement Programme (ARP), Councils are provided with financial assistance from Central Government. The report proposes to use £1 million of grant assistance to purchase property.

Implications & Impact Assessments

Implications	Commentary
Finance	There is unallocated funding from the Home Office for the resettlement of Afghan families in Cherwell. Utilising this funding will allow for more suitable accommodation to be purchased as temporary accommodation whilst families wait for permanent housing. As we approach LGR and once the Afghan schemes are closed, it would be beneficial for the new unitary council to have provision of TA or alternatively, use the provision to engage with the place-based approach around the housing of asylum seekers, especially if Central Government mandate Local Authorities. By approving this recommendation, the Council is future proofing its statutory duties to provide accommodation for homelessness. Kelly Wheeler, Finance Business Partner, 16 July 2026
Legal	The proposed amendment to the Council's capital programme for the financial year 2026/2027 is being brought to the Executive for approval in accordance with Part 19 - Financial Procedure Rules - of the Council's Constitution. Grant funding schemes may distinguish between capital and revenue expenditure. It is noted that this report confirms that use of the grant funding to increase the Council's budget for the purchase of temporary accommodation will comply with the conditions of the relevant grant. Adrian Thompson – Principal Solicitor, Legal Services. 22 July 2026
Risk Management	Acquiring accommodation, alongside ongoing performance and cost monitoring, will help reduce reliance on nightly paid accommodation and support delivery of the intended benefits. Overall, the potential risks are considered manageable and will be mitigated and monitored through the service operational risk register, within the corresponding governance and controls. Kaimi Ithia – Head of Chief Executives Office, 27 July 2026

Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	x			The outcome of the report will improve the range of temporary accommodation within the district, supporting low-income households
A Are there any aspects of the proposed decision, including how it is delivered or		x		

accessed, that could impact on inequality?				
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			Low-income households will be better provided for
Climate & Environmental Impact		x		The highest EPC ratings will be encouraged for the units purchased and delivered through the grant
ICT & Digital Impact		x		Not applicable
Data Impact		x		Not applicable
Procurement & subsidy		x		Not applicable
Council Priorities	Quality housing and place making			
Human Resources	Not applicable			
Property	None			
Consultation & Engagement	None			

Supporting Information

3. Background

3.1 Over the last decade, there have been several Resettlement Schemes that have been provided by Government to provide assistance to those fleeing conflict and/or persecution. Specifically, those fleeing Syria, Ukraine and Afghanistan have had specific schemes to help those granted refugee status settle in the UK.

3.2 Local Councils have played an important role in providing or helping to source settled accommodation to all households have refugee status and who are eligible for assistance. This is following households leaving Home Office provided pathways. To help source settled accommodation, the Council has partnered with the Ministry of Defence to provide accommodation in unused or underused accommodation, sourcing private rented accommodation or through permanent accommodation offers enabled through the Local Authority Housing Fund capital grant.

3.3 To date, homelessness and temporary accommodation pressures that have been linked to resettlement households have been met through existing budgets and through utilising grant funding. This has either provided funding for staff or for initiatives to help households access accommodation.

3.4 The Ministry of Defence (MOD) leasing partnership is coming to an end, resulting in a potential homelessness pressure if other accommodation option, such as private rented accommodation, cannot be found. The leases in question start to end in October 2026 and this cycle ends in October 2028. Households that are within the MOD accommodation are likely to be owed housing and homelessness duties should this happen. They will be homeless or threatened with homelessness, eligible for assistance and in ‘Priority Need’, in accordance with the Housing Act 1996 Part 7. These households are larger families, and therefore it is difficult to source permanent accommodation that is suitable. The wait for a permanent housing offer is likely to be significant.

3.5 Whilst households await permanent accommodation, those who meet the legislative thresholds are placed in temporary accommodation, to avoid street homelessness. Again, suitable temporary accommodation for families of size is difficult to source through our current temporary accommodation portfolio or accommodation we routinely access. Costs of nightly charged accommodation for families of size could be as much as £60,000 per year per household. Sourcing an option that reduces this financial pressure, as well as providing ongoing revenue income, is more desirable. Purchasing property that the Council then owns and manages provides this and is in line with grant aid conditions.

4. Details

4.1 The report proposes to utilise the grant funding Cherwell has received to support these refugees, adding £1 million to its capital programme for additional temporary accommodation purchases. The additional £1 million will focus on providing homes suitable for larger households. As the £1 million has been funded from resettlement grant, the properties must be targeted at assisting families that are intended to benefit from this grant. Using the grant funding in this way is within grant conditions.

4.2 Purchasing property negates some revenue pressures created by temporary accommodation provision. For example, the booking of 2 hotel rooms, which could accommodate a single family, would cost around £41,000 per year as a net cost. To provide self-contained units as temporary accommodation would generate a rental income instead of creating a pressure. A typical income generated from a single 4 bedroom property would be around £16,000, net of any maintenance costs. Incomes from property is continuous, as long as property remains let and in use.

4.3 Sourcing appropriate property is dependent on market factors, if property cannot be sourced within 2026/27, the grant will be rolled forward to future years. Revenue budget will be used in the event of having to house any homeless household where an alternative is not available.

4.4 The assets purchased will be owned by the Council, in its present or new form post Local Government Reorganisation, even though external grant is being used to purchase them. Once purchased, they will be Council properties and the Council will use them to assist with homelessness pressures, primarily for the Afghan cohort to bridge their move to permanent accommodation either locally or elsewhere in the country. The Council will control all allocations to them.

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: Not to use the grant money in this way. The Council could seek to use the grant money in other ways that would be of benefit to the Afghan Resettlement households. However, it is unclear whether other means would be able to prevent their homelessness, as these are the steps we are currently taking. When the households do become homeless, temporary accommodation costs are likely to be incurred and are likely to be significant. Not spending this grant on increasing stock size would create revenue pressure. This is rejected.

Option 2: Spend further grant on nightly charged temporary accommodation. This is an option and the grant would cover the costs of this. However, nightly charge offers no income and no return on investment, which the proposed option does. The income received from property would be Council revenue and would not require repayment. Additionally, families would be in nightly charged accommodation, such as hotels, for periods of over 6 weeks, due to the lack of availability of alternative accommodation. It is not permitted by government for any household with children to be in hotel accommodation for longer than 6 weeks. This is rejected.

6. Conclusion and Reasons for Recommendations

6.1 The report will enable more suitable temporary accommodation options within the district. The increase in capacity within the portfolio will also reduce revenue pressures that would otherwise arise.

Decision Information

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

Document Information

Appendices	**None**
Background Papers	None

Reference Papers	None
Report Author	Richard Smith – Head of Housing
Report Author contact details	richard.smith@cherwell-dc.gov.uk 01295 221640
Executive Director Approval (unless Executive Director or Statutory Officer report)	Kristian Aspinall, Executive Director – Neighbourhood Services, 21 July 2026.

This report is public	
Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy	
Committee	Executive
Date of Committee	7 September 2026
Portfolio Holder presenting the report	Portfolio Holder for Property & Assets, Councillor Rob Pattenden
Date Portfolio Holder agreed report	17 August 2026
Report of	Assistant Director Property, Mona Walsh

Purpose of report

To seek Executive approval for the Council's Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy, providing a consistent corporate framework for the occupation, leasing, subsidised use and transfer of Council-owned property assets to voluntary, community and charitable organisations. The Policy also establishes the Council's approach to Community Asset Transfers and subsidised occupation whilst protecting the Council's strategic property interests.

Recommendations

The Executive resolves:

1.1 To approve the Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy attached at Appendix 1.

1.2 To approve the introduction of a standard subsidy framework whereby occupation of Council assets by eligible voluntary and community organisations will normally be offered at up to a 50% discount to independently assessed market rent, for a maximum period of five years, subject to the requirements of the Policy.

1.3 To delegate authority to the Assistant Director Property, in consultation with the Portfolio Holder for Property & Assets, Chief Finance Officer and Monitoring Officer to enter into property dispositions and occupation agreements under the VCS and CAT policy and in accordance with the Scheme of Delegation under Part 3 of the Constitution.

2. Executive Summary

2.1 This report seeks approval for a new Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy which establishes a consistent corporate approach to the occupation, leasing and transfer of Council-owned assets to voluntary, community and charitable organisations.

2.2 Historically, community occupation arrangements have evolved over many years with varying lease terms, differing subsidy arrangements and, in some cases, undocumented occupation. The absence of a single corporate policy has resulted in inconsistent decision making and varying governance arrangements across the Council.

2.3 The proposed Policy supports the Council's Corporate Landlord approach by establishing consistent eligibility criteria, subsidy arrangements, governance requirements and decision-making processes. It also introduces a formal framework for Community Asset Transfers where long-term community ownership is considered appropriate.

2.4 The Policy balances the Council's desire to support community organisations with its responsibility to protect public assets, manage financial risk and ensure compliance with statutory obligations.

2.5 The purpose of the Policy is not to generate additional income for the Council's General Fund, but to create a sustainable funding model that enables the Council to meet its statutory responsibilities as landlord, maintain safe and compliant community buildings, and maximise community benefit whilst continuing to provide significant financial support to the voluntary and community sector.

Implications & Impact Assessments

Implications	Commentary
Finance	This report is recommending the adoption of a new Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) policy. This will provide a long-term sustainable funding model that enables the Council to meet its statutory responsibilities as landlord, whilst continuing to provide significant financial support to community organisations. This policy will also establish a stronger financial control allowing for more accurate monitoring and forecasting of the Council’s assets. Kimberley Digweed, Finance Business Partner, 29 July 2026
Legal	The Policy provides a framework for the Council's consideration of subsidised occupation and Community Asset Transfers. This will assist the Council in demonstrating compliance with S123 of the Local Government Act 1972 and the General Disposal Consent (England) 2003, which allows disposals at an undervalue where they promote the economic, social or environmental wellbeing of the area and the undervalue does not exceed £2 million. Although leases granted for seven years or less fall outside the statutory best consideration requirements in section 123, the Council remains subject to its public law and fiduciary obligations.

	The Policy recognises that it cannot override existing legal rights and that some assets may be subject to section 106 agreements or other legal restrictions which take precedence over the Policy. The Council's ability to vary, terminate or regularise existing occupation arrangements, implement revised rental terms, or approve transfers may be constrained by existing statutory, contractual or property rights. The implementation of the Policy will therefore require appropriate legal due diligence and consideration of the specific circumstances affecting each asset and occupier before decisions are made. The Council may wish to keep under review the impact of the proposed subsidy framework on the demand for community assets. Whilst the Policy includes provisions to support existing occupiers where occupation may become financially unsustainable, consideration should also be given to the affordability of occupation for prospective community organisations. There is a risk that in some cases, community organisations may be unable to sustain occupation at the proposed rental levels, resulting in assets remaining vacant for longer periods. This may also lead to ongoing management, maintenance and compliance liabilities remaining with the Council and reduce the level of community benefit. Rachel O'Shaughnessy, Lawyer, 7 August 2026			
Risk Management	The introduction of the Council's first VCS and CAT Policy will help ensure a consistent, transparent and equitable approach to engagement with the voluntary and community sector. The policy will contribute to the effective management of corporate risks. These risks will continue to be monitored and managed through the Council's established governance arrangements. Celia Prado-Teeling, Performance & Insight Team Leader, 12 August 2026			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	x			The proposed Policy establishes a consistent and transparent framework for the occupation and management of community assets. It does not alter eligibility for accessing community facilities or restrict access to Council services for people with protected characteristics. By introducing a sustainable framework for the management, maintenance and statutory compliance of community buildings, the Policy supports the continued provision of safe, accessible and well-maintained community facilities across the district. The Policy also promotes the effective use of community assets by

				encouraging greater utilisation to meet identified local community needs. Community organisations seeking occupation of Council assets will be assessed using consistent and transparent criteria, ensuring that decisions are made fairly and objectively. Equality considerations will continue to be taken into account when assessing future occupation proposals and determining the most appropriate community use for each asset. No adverse impacts on people with protected characteristics have been identified as a direct consequence of this Policy.
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	x			The proposed Policy has the potential to positively impact inequality by improving the long-term sustainability, safety and utilisation of community facilities across the district. Through a consistent approach to leasing, maintenance, statutory compliance and Community Asset Transfers, the Policy seeks to ensure that community assets remain available to support local communities, including those in areas of higher deprivation. Where community buildings and green spaces become vacant, future occupation will be determined through an open and transparent expressions of interest process. The Council's Wellness Team will assess local community need to ensure that future uses maximise community benefit and improve access to services for local residents. The Policy does not restrict access to community facilities or Council services for people with protected characteristics. Instead, it provides a consistent framework to support safe, compliant and financially sustainable community assets that continue to meet the needs of the communities they serve.
B Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?	x			The proposed Policy is expected to have a positive impact on people with protected characteristics by supporting the long-term sustainability, safety and accessibility of Council-owned community facilities. Many community organisations operating from these buildings and green spaces provide activities and services that benefit older people, disabled people, young people and other protected groups. The introduction of a consistent framework for leasing, statutory compliance and asset management will help ensure that community

				buildings remain safe, well-maintained and available for continued community use. The Policy also introduces transparent governance arrangements for future occupation and Community Asset Transfers, ensuring that decisions are made fairly, consistently and with regard to the needs of local communities. No adverse impacts on employees or service users with protected characteristics have been identified as a direct consequence of this decision.
Climate & Environmental Impact		x		The proposed Policy is expected to have a positive indirect impact on the environment by supporting the continued use and improvement of existing community buildings and green spaces. Maintaining and investing in existing assets aligns with the Council's Corporate Landlord approach by extending the life of its property portfolio and reducing the need for replacement assets. By introducing a sustainable funding model, the Policy will enable the Council to undertake planned maintenance, repairs and compliance works, improving the condition and longevity of community buildings and green spaces. Increased utilisation of existing community facilities also supports more efficient use of the Council's estate and helps maximise the social value delivered from existing public assets. Where Community Asset Transfers are proposed, applicants will be encouraged to consider opportunities to improve the environmental performance of buildings as part of their business planning and future investment proposals. No adverse climate or environmental impacts have been identified as a direct consequence of this Policy.
ICT & Digital Impact				Not applicable
Data Impact				Not applicable
Procurement & subsidy				Not applicable
Council Priorities	<u>Community Leadership</u> The proposed Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy directly supports the Council's Community Leadership priority by strengthening community collaboration and resilience and promoting health and wellbeing through the sustainable management of community assets.			

	The Policy establishes a consistent framework that enables community organisations to continue delivering valuable services from safe, compliant and well-maintained buildings, whilst ensuring that Council assets are utilised effectively to meet local community need. By introducing transparent governance, a sustainable subsidy framework and opportunities for Community Asset Transfer where appropriate, the Policy supports the long-term resilience of the voluntary and community sector and maximises the community benefit delivered through the Council's property portfolio. The Policy also contributes to the Council's commitment to promoting health and wellbeing by protecting community facilities that support local residents and ensuring that future occupation reflects the changing needs of communities across the district.
Human Resources	Not Applicable
Property	This report has been written by the Assistant Director Property and therefore no further comments are needed. Mona Walsh, Assistant Director Property, 6 August 2026
Consultation & Engagement	Not Applicable

Supporting Information

3. Background

3.1 The Council owns a portfolio of 14 community centres and ancillary green spaces which provide an important resource for local communities across the district. These assets support a wide range of voluntary, community and charitable organisations delivering activities that contribute to health, wellbeing, social inclusion and community cohesion.

3.2 The Council has historically supported these organisations through heavily subsidised occupation of its buildings and ancillary green spaces. However, occupation arrangements have evolved over many years without a single corporate policy governing the occupation, leasing, subsidy or transfer of community assets. As a result, lease structures, responsibilities and financial arrangements vary significantly across the portfolio.

3.3 A review of the portfolio has identified that only five community centres currently operate under an in-date lease. Four organisations are holding over under the Landlord and Tenant Act 1954, two leases have expired and three organisations occupy Council-owned buildings without any formal lease in place. One property is occupied under a long ground lease. Existing rents are generally peppercorn or nominal, with the highest annual rent currently being £60.

3.4 The absence of a consistent corporate framework has resulted in differing approaches to landlord and tenant responsibilities, repairs, maintenance, statutory compliance and subsidy. Whilst community organisations have continued to provide valuable services to local residents, the current arrangements expose both the organisations and the Council to unnecessary operational, governance and financial risk.

3.5 The most significant of these risks relates to statutory compliance and health and safety. Under many of the existing lease arrangements responsibility for statutory compliance rests with community organisations. However, the Council cannot currently demonstrate that all statutory compliance inspections are being completed or that sufficient evidence is being provided to demonstrate ongoing compliance. As corporate landlord, the Council cannot continue to rely upon inconsistent compliance arrangements where the safety of community buildings is concerned.

3.6 In the absence of an approved corporate policy, proposals for discounted occupation require individual justification and consideration in accordance with the Council's statutory powers and Constitution. The Policy establishes a consistent framework against which such decisions can be assessed.

3.7 The Policy introduces a standard subsidy model whereby eligible community organisations will normally be offered occupation at 50% of independently assessed market rent for a period of up to five years. This reflects the Council's continued responsibility for statutory compliance and landlord repairs. It also recognises that community assets are subject to restrictions which ensure they continue to be used primarily for community benefit rather than commercial purposes.

3.8 The proposed approach does not seek to remove community organisations from Council-owned assets or require immediate renegotiation of existing lease arrangements. Instead, implementation will take place progressively over time, beginning with those properties where there is currently no formal legal agreement or where the greatest health and safety or governance risks have been identified. Existing organisations will be supported throughout this process, with the Council working collaboratively to regularise occupation whilst ensuring community facilities remain operational.

3.9 Where a community organisation decides that it no longer wishes to occupy a Council asset, the Council will invite expressions of interest through an open and transparent application process. The Council's Wellness Team will provide interim oversight where necessary to ensure continuity of community provision while a new occupier is identified. Future occupiers will be selected based on the needs of the local community and will be required to demonstrate financial sustainability, sound governance and the ability to deliver long-term community benefit.

3.10 The Policy also introduces, for the first time, a formal Community Asset Transfer framework. Whilst the Council's preferred position will normally be to retain ownership of community assets, the framework provides community organisations with the opportunity to acquire appropriate assets where this can be shown to deliver sustainable long-term community benefit, reduce the Council's future liabilities and protect public assets through appropriate legal safeguards.

3.11 The Council currently incurs significantly greater expenditure in maintaining, repairing and ensuring the statutory compliance of its community centre portfolio than it recovers through existing rental income. Existing rental arrangements, many of which are peppercorn or nominal, do not provide a sustainable funding model for the Council's ongoing landlord responsibilities. The proposed Policy establishes a transparent subsidy framework that continues to provide substantial financial support to community organisations whilst generating additional income will support the Council in meeting the costs of statutory compliance, repairs, maintenance and future investment in the community centre portfolio.

3.12 The portfolio review has also identified that a number of community assets are currently under-utilised or are not being used in a manner that best reflects the needs of their local communities. The proposed Policy introduces a consistent process for reviewing occupancy, managing vacancies and, where appropriate, seeking expressions of interest from alternative community organisations. This will enable the Council's Wellness Team to ensure that community assets continue to deliver the greatest possible benefit to local residents whilst remaining financially and operationally sustainable.

4. Details

4.1 The proposed Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy establishes a single corporate framework for the occupation, leasing and transfer of Council-owned community assets. Once approved, the Policy will apply to all new community lettings, lease renewals and Community Asset Transfer applications. Existing occupation arrangements will continue until they are reviewed or renewed, with implementation taking place progressively in accordance with the Council's priorities.

4.2 The Policy introduces a standard approach to subsidised occupation by eligible voluntary and community organisations. Market rent will be established for each property through an internal valuation where appropriate or, where necessary, by an independent external valuer. Eligible organisations will normally be offered occupation at 50% of the assessed market rent for a period of up to five years. This provides a transparent and consistent approach to subsidy across the community estate whilst recognising the significant public benefit delivered by voluntary and community organisations.

4.3 The proposed subsidy reflects the Council retaining responsibility for key landlord obligations, including external repairs, structural maintenance, statutory electrical testing, gas safety inspections and wider corporate asset management. Community organisations will remain responsible for the day-to-day occupation of their buildings, including utilities, cleaning, internal maintenance, fire risk assessments, fire-fighting equipment, legionella management, lift maintenance where applicable, asbestos management relating to their occupation, health and safety associated with their activities and all other occupier responsibilities defined within the lease.

4.4 Alternative approaches adopted by other local authorities were considered during the development of the Policy. Whilst some authorities provide higher levels of subsidy whilst requiring tenants to undertake statutory compliance responsibilities, the Council's review of its own community portfolio identified insufficient assurance that these arrangements consistently achieve compliance. The proposed approach therefore transfers responsibility for key statutory compliance activities back to the

Council, providing greater assurance that community buildings remain safe, compliant and appropriately managed.

4.5 The Policy establishes a clear governance framework for community lettings. Decisions under this Policy will be taken in accordance with the Council's Constitution. The Assistant Director of Property, in consultation with the Portfolio Holder for Property & Assets, is authorised to approve lettings and other property transactions within the scope of this Policy. Each decision will be in accordance with the delegated decision process as set out in the scheme of delegation accompanied with the delegated decision report which will set out the market rent, level of subsidy where applicable, community benefit, legal considerations and reasons for the decision. Following approval, a Delegated Decision Notice will be published in accordance with the Council's Constitution.

4.6 The Policy also introduces, for the first time, a formal Community Asset Transfer (CAT) process. Whilst the Council's preferred position will normally be to retain ownership of community assets, the Policy provides an opportunity for eligible organisations to acquire appropriate assets where this can be demonstrated to deliver sustainable long-term community benefit, reduce future liabilities for the Council and represent the most appropriate long-term solution. Any proposed freehold Community Asset Transfer will continue to require Executive approval if above the threshold or where the Leader and/or relevant Portfolio Holder required the decision to be made by the Executive. This will be subject to appropriate legal protections, including restrictions on future use and disposal where necessary.

4.7 The maximum five-year lease term provides the Council with the opportunity to periodically review community need, community benefit, asset performance, continued eligibility and the most appropriate long-term use of the asset. Longer-term occupation arrangements fall outside the scope of the VCS Policy and will be considered separately in accordance with the Council's Constitution and relevant property policies.

4.8 Where a community organisation vacates a Council-owned asset, or where occupation comes to an end, the Council will undertake an open expression of interest process. Applications will be assessed against the needs of the local community, the applicant's financial sustainability, governance arrangements and proposed community benefit. The Council's Wellness Team will lead on determining the most appropriate future community use for each asset and will provide interim operational oversight where necessary to ensure continuity of community provision.

4.9 Where implementation of the Policy identifies that an existing occupier would be unable to sustain continued occupation, the Council will work collaboratively with the organisation to consider appropriate options, including phased implementation, additional subsidy where justified in accordance with the Policy, or alternative occupation arrangements where appropriate.

4.10 The Policy introduces ongoing monitoring arrangements to ensure community occupation remains sustainable and continues to deliver public benefit. Community organisations will be required to provide annual accounts and participate in annual property inspections and lease reviews. These arrangements will enable the Council to monitor financial sustainability, community benefit, compliance with lease obligations and the continued suitability of occupation throughout the term of each agreement.

5. Alternative Options and Reasons for Rejection

5.1 The following alternative options have been considered:

Option 1: Continue with existing arrangements
This option has been rejected. The current arrangements have evolved over many years without a consistent corporate policy and have resulted in varying lease structures, undocumented occupation, inconsistent subsidy arrangements and differing responsibilities for repairs, maintenance and statutory compliance. The Council cannot currently demonstrate consistent compliance across its community centre portfolio and continuing with the existing arrangements would expose the Council to ongoing health and safety, governance and financial risks.

Option 2: Require all community organisations to pay full market rent and assume responsibility for statutory compliance
This option has also been rejected. Whilst this approach would reduce the Council's financial liabilities, it would place significant additional financial and operational pressures on voluntary and community organisations and could undermine the valuable services they provide to local communities. The Council also considers that retaining responsibility for key statutory compliance activities provides greater assurance that community buildings remain safe and compliant.

Option 3: Approve the proposed Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy
This is the recommended option. The Policy establishes a consistent and transparent corporate framework for community occupation, subsidy and Community Asset Transfers. It enables the Council to meet its statutory responsibilities as corporate landlord, supports sustainable community provision, introduces appropriate governance arrangements and creates a long-term funding model that will enable community buildings to remain safe, compliant and well maintained whilst continuing to provide significant financial support to the voluntary and community sector.

6 Conclusion and Reasons for Recommendations

6.1 The Council's community centres provide an important resource for local communities, supporting a wide range of voluntary and community organisations that deliver significant social, health and wellbeing benefits across the district. However, the current arrangements have evolved over many years without a consistent corporate framework, resulting in varying lease arrangements, undocumented occupation, inconsistent subsidy levels and differing approaches to statutory compliance and asset management.

6.2 The proposed Voluntary and Community Sector (VCS) and Community Asset Transfer (CAT) Policy establishes a consistent, transparent and proportionate framework for the occupation, leasing and transfer of community assets. It supports the Council's Corporate Landlord approach by introducing clear governance arrangements, standardising subsidy, strengthening statutory compliance and providing a structured process for Community Asset Transfers where these deliver sustainable long-term community benefit.

6.3 The Policy balances the Council's responsibility to safeguard public assets with its commitment to supporting the voluntary and community sector. It does not seek to reduce community provision or remove existing organisations from Council-owned buildings. Instead, it establishes a sustainable funding model that enables the Council to meet its statutory responsibilities as landlord, maintain safe and compliant community buildings, and maximise community benefit whilst continuing to provide significant financial support to community organisations.

6.4 Approval of the Policy will enable the Council to progressively regularise existing occupation arrangements, prioritise those assets presenting the greatest compliance and governance risks, improve the utilisation of community assets and ensure future decisions relating to community occupation are made consistently, transparently and in accordance with an approved corporate policy framework.

Decision Information

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

Document Information

Appendices	
Appendix 1	Voluntary and Community Sector and Community Asset Transfer Policy
Background Papers	None
Reference Papers	None
Report Author	Mona Walsh, Assistant Director of Property
Report Author contact details	mona.walsh@cherwell-dc.gov.uk 01295 221602
Executive Director Approval (unless Executive Director or Statutory Officer report)	Ian Boll, Executive Director for Place and Regeneration

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Voluntary and Community Sector (VCS) and Community Asset Transfer Policy

1. Purpose of the Policy

This Policy establishes the Council's framework for the occupation, leasing and transfer of Council-owned land and property assets to voluntary, community and charitable organisations.

This Policy shall be applied in accordance with section 123 of the Local Government Act 1972, the General Disposal Consent (England) 2003, the Subsidy Control Act 2022 where applicable, the Equality Act 2010, the Council's Constitution and other relevant legislation.

The Policy supports the Council's Corporate Landlord approach and provides a consistent and transparent framework to:

- support sustainable community use of assets;
- reduce void and under-utilised property liabilities;
- support activation and meanwhile use of assets;
- protect strategic and operational assets;
- ensure appropriate governance and accountability;
- ensure subsidy and undervalue arrangements are transparent and justified;
- support regeneration and place-shaping objectives;
- ensure public assets continue to deliver long-term community benefit.
- establish a consistent framework for Community Asset Transfers (CATs) where the long-term transfer of Council assets will deliver sustainable community benefit whilst protecting the Council's strategic interests.

The Council recognises that community occupation can deliver social, environmental and economic benefits. However, all land and property assets remain strategic corporate resources and shall be managed in the wider interests of the Council and the communities it serves.

Nothing within this Policy creates any automatic right to occupation, transfer, renewal, subsidy or continued use of a Council asset.

When making decisions under this Policy, the Council shall have due regard to its Public Sector Equality Duty under the Equality Act 2010.

2. Scope

This Policy applies to:

- voluntary organisations;
- community organisations;
- registered charities;
- charitable incorporated organisations;
- community interest companies;
- social enterprises;
- other not-for-profit organisations approved by the Council.

The Policy covers:

- community leases;
- licences to occupy;
- meanwhile use arrangements;
- subsidised occupation;
- regularisation of undocumented occupation;
- community asset transfers;
- freehold and long leasehold transfers;
- temporary activation of vacant assets.

Community Asset Transfer means the transfer of a freehold or long leasehold interest in a Council-owned asset to an eligible voluntary or community organisation for the purpose of delivering long-term community benefit, subject to appropriate legal protections and governance arrangements.

This Policy should be read alongside:

- the Council's Disposal and Acquisitions Policy;
- the Strategic Asset Management Plan (SAMP);
- the Constitution;
- Financial Procedure Rules.

3. Strategic Objectives

The Council's objectives in relation to community occupation and transfer of assets are to:

- support sustainable delivery of community services;
- reduce costs associated with vacant or under-utilised assets;
- improve utilisation of Council assets;
- support regeneration and town centre activation;
- encourage responsible stewardship of community assets;
- ensure transparent and proportionate governance;
- protect the Council's long-term strategic and financial interests;
- ensure community occupation arrangements remain sustainable and deliverable.
- support Community Asset Transfers where they provide sustainable long-term community benefit;
- empower communities to own and manage appropriate assets;

- reduce the Council's long-term maintenance, compliance and operational liabilities;
- encourage investment in community assets that may not otherwise be achievable by the Council;
- ensure Community Asset Transfers protect the Council's long-term strategic interests through appropriate legal safeguards and governance.

4. Corporate Principles

4.1 Corporate Asset Management

Council assets are corporate resources and shall be managed in the interests of the Council as a whole rather than individual service areas or organisations.

4.2 No Automatic Right to Occupation or Transfer

Occupation of a Council asset shall not create any automatic right to:

- renewal;
- continued occupation;
- transfer;
- subsidy;
- assignment;
- purchase;
- long-term security of tenure.

4.3 Transparent Subsidy

Where discounted occupation or transfer is approved:

- market rent or market value shall first be established;
- the level of subsidy shall be clearly identified;
- the benefit to the community shall be evidenced and proportionate.

4.4 Strategic Protection of Assets

The Council shall retain flexibility to support:

- regeneration;
- future operational requirements;
- redevelopment opportunities;
- changing corporate priorities;
- Local Government Reorganisation (LGR).

5. Excluded Assets

The following assets will not normally be considered for community transfer or subsidised occupation:

• operational assets required for service delivery;
• strategic regeneration assets;
• assets identified for redevelopment or disposal;
• investment assets held primarily for income generation;
• assets required to support Local Government Reorganisation;

• assets where transfer would materially prejudice future corporate objectives;
• assets where transfer would create disproportionate financial, legal or operational risk.

The Council reserves the right to determine whether an asset is appropriate for inclusion within this Policy.

Some assets may be subject to planning obligations, transfer covenants, trusts or other legal restrictions. These shall be identified and considered before any occupation or transfer is approved. Where such restrictions conflict with this Policy, the legal restrictions shall take precedence.

6. Occupation Routes

6.1 Standard VCS Occupation

Standard VCS occupation will normally be granted by way of a lease or licence for a maximum period of five years.

The maximum term enables the Council to periodically review community need, community benefit, utilisation of the asset, the occupier's continued eligibility and the most appropriate long-term use of the asset, ensuring that Council-owned community facilities continue to meet the changing needs of local communities.

Longer-term occupation arrangements will be considered outside the scope of this Policy and in accordance with the Council's Constitution and relevant property policies.

6.2 Community Asset Transfer (CAT)

Community Asset Transfer provides a mechanism for the long-term transfer of appropriate Council assets where this will deliver sustainable community benefit while protecting the Council's long-term strategic interests.

Community Asset Transfers will normally comprise:

- freehold transfers;
- exceptionally, long leasehold interests where justified.

The Council's preferred position is to retain the freehold wherever possible. Freehold transfers will therefore only be considered in exceptional circumstances where the Council is satisfied that long-term community ownership represents the most appropriate option.

Unlike standard VCS occupation arrangements, Community Asset Transfers will normally transfer responsibility for:

- repair;
- maintenance;
- lifecycle replacement;
- health and safety responsibilities;
- insurance;
- utilities;
- day-to-day asset management.

6.3 Community Asset Transfer Process

Applications will normally follow the following stages:

1. Expression of Interest.
2. Initial eligibility assessment.
3. Strategic assessment of the asset.
4. Submission of a detailed Business Plan.
5. Submission of a Community Benefit Statement.
6. Financial and governance due diligence.
7. Independent valuation of the restricted legal interest.
8. Approval in accordance with the Council's Constitution.
9. Completion of legal documentation.
10. Post-transfer monitoring where appropriate.

The Council reserves the right to discontinue the process at any stage.

6.4 Meanwhile Use

Meanwhile use refers to temporary occupation pending:

- redevelopment;
- regeneration;
- disposal;
- future operational use;
- strategic review.

Meanwhile use arrangements:

- shall normally be limited to a maximum term of 5 years;
- shall be reviewed annually;
- shall not imply permanence or renewal rights;
- may be terminated where required to support Council objectives.

The Council may use:

- licences;
- short-term leases;
- rolling occupation agreements;
- flexible occupation arrangements

to support meanwhile use.

Meanwhile use is intended to support:

- activation of vacant assets;
- reduction of void costs;
- reduction in anti-social behaviour;
- temporary community benefit;
- town centre vitality and animation.

7. Existing Undocumented Occupation

The Council recognises that some historic occupation arrangements may not currently be documented through formal legal agreements.

The Council may regularise such occupation where:

- continued occupation is considered appropriate;
- the use aligns with this Policy;
- the occupier meets the Council's governance and eligibility requirements.

Regularisation of historic occupation shall not:

- create any automatic right to future occupation;
- create any right to transfer;
- imply that historic arrangements were compliant or approved.

The Council reserves the right to:

- require occupation to cease;
- require formal documentation;
- review subsidy levels;
- require evidence of community benefit;
- require compliance with this Policy.

Competitive marketing requirements may be waived where the purpose is to regularise existing undocumented occupation.

Existing leases, licences, statutory rights and other legal interests will continue to be recognised. Nothing within this Policy overrides existing legal rights or prejudices statutory protections afforded to occupiers. Existing occupation arrangements will be reviewed and regularised as opportunities arise and in accordance with applicable legislation.

8. Eligibility Criteria

Organisations seeking occupation or transfer must demonstrate:

- appropriate governance arrangements;
- financial viability;
- appropriate safeguarding arrangements where relevant;
- appropriate insurance arrangements;
- a sustainable business plan;
- clear community benefit;
- alignment with the needs of the local community;
- operational capability to manage the asset;
- ability to comply with occupation and operational obligations;
- appropriate equality and inclusivity principles;
- ability to cooperate with the Council's statutory compliance, inspection and maintenance arrangements.

The Council may request:

- accounts;
- funding evidence;
- governance documentation;
- policies and procedures;
- business plans;
- references;

- evidence of community demand.

In addition to the general eligibility criteria, applicants seeking a Community Asset Transfer shall demonstrate:

- long-term financial sustainability;
- governance capability;
- asset management experience;
- ability to maintain the asset throughout its lifecycle;
- ability to discharge all statutory obligations;
- proposals for future investment;
- measurable community benefit;
- alignment with Council priorities.

For the purposes of this Policy, community benefit includes the delivery of activities, services or facilities that are accessible to the local community and contribute to the Council's Corporate Plan priorities.

9. Market Rent and Subsidy

The Council shall establish market rent or market value through a suitably qualified valuer (whether internal or external), prior to considering any discounted occupation or transfer.

Discounted occupation may be considered where:

- community benefit shall be evidenced;
- the organisation satisfies the Council’s assessment criteria;
- the subsidy is proportionate and justifiable;
- the proposed arrangement represents an appropriate balance between community benefit, financial sustainability and the Council’s retained landlord responsibilities.

For standard VCS occupation arrangements, the Council may offer rent at 50% of market rent, representing a 50% subsidy, for the duration of the VCS lease, which will normally be granted for a maximum period of five years.

Where discounted occupation constitutes a subsidy for the purposes of the Subsidy Control Act 2022, officers shall ensure that the requirements of the Act have been considered before any decision is taken.

This level of subsidy reflects the Council retaining responsibility for statutory building compliance, planned compliance activity and associated landlord risk for the building, subject to the terms of the relevant lease or licence.

All discounted occupation shall be supported by a delegated decision report which will set out the market rent, level of subsidy, community benefit, legal basis for the transaction and the Council's retained responsibilities. Following approval by the Assistant Director of Property, in consultation with the Portfolio Holder for Property & Assets, a Delegated Decision Notice shall be published in accordance with the Council's Constitution.

The Council may agree a lower subsidy than 50% where justified by the nature of the asset, the level of responsibility transferred to the occupier, commercial activity undertaken from the premises, or other relevant circumstances.

Discounts shall be:

- reviewed periodically;
- subject to continued eligibility;
- capable of withdrawal where circumstances change;
- subject to the occupier complying with its obligations under the lease or licence.

Peppercorn arrangements will not normally be granted (subject to any S106 requirements).

10. Commercial Activity

Commercial or trading activity does not automatically exclude an organisation from consideration under this Policy.

However:

- commercial activity shall be assessed proportionately;
- community benefit shall be evidenced within the decision report;
- retail or trading activity shall not automatically qualify for discounted occupation.

The Council may distinguish between:

- direct community service provision;
- commercial trading activity;
- retail charity operations;
- income-generating subsidiary operations.

11. Assignment, Subletting and Protection of Community Benefit

Assignment of leases or occupation agreements shall not be permitted.

Subletting, shared occupation or commercial use shall require prior written approval from the Council.

Where approved, the Council may:

- restrict subletting arrangements;
- recover income in accordance with this Policy;
- review subsidy arrangements;
- impose additional conditions.

The Council shall recover a proportion of income generated through approved subletting or commercial occupation of 25% of income.

Where the Council approves subletting of part of a Council-owned asset, 25% of the gross rental or licence income received from that approved subletting shall normally be payable to the Council. However, the Council may agree a lower percentage where it is satisfied that there are circumstances which justify a departure from this requirement and the reasons for doing so are recorded.

The purpose of this provision is to ensure that public subsidy continues to support community benefit rather than private financial gain, whilst allowing occupiers to generate additional income to support the ongoing operation and sustainability of the facility.

For the purposes of this Policy, gross rental or licence income means consideration received from approved third-party occupation of part of the premises and does not include income derived from hall hire, community events, fundraising activities, grants, donations or membership subscriptions.

12. Community Asset Transfer Protections

12.1 Legal Protections

Where a Community Asset Transfer is proposed at less than the best consideration reasonably obtainable, the Council shall ensure that the transfer is undertaken in accordance with section 123 of the Local Government Act 1972 and the General Disposal Consent (England) 2003. The Council shall be satisfied that the transfer will contribute to the economic, social or environmental wellbeing of its area and that any undervalue does not exceed the applicable statutory threshold, unless any consent required by law has first been obtained. The extent of any undervalue shall be assessed by a suitably qualified valuer, whether internal or external, taking account of all restrictions, covenants and obligations contained within the proposed transfer documentation.

Where long-term leases or freehold transfers are approved, the Council may require:

- restrictions on permitted use;
- community use obligations;
- restrictions on disposal;
- restrictions on assignment;
- restrictions on charging the property;
- overage provisions;
- clawback provisions;
- maintenance obligations;
- minimum occupation requirements;
- approval for any change of use;
- business plan obligations;
- reporting requirements;
- rights of inspection;
- rights of reversion where community use ceases;
- any other covenant necessary to protect the Council's long-term interests.

The purpose of these provisions is to:

- protect public investment;
- preserve community benefit;
- prevent inappropriate private gain;
- maintain long-term strategic control where appropriate.

12.2 Suitability of Assets

Community Asset Transfer will normally only be considered where:

- the asset is no longer required for operational purposes;
- long-term community ownership supports Corporate Plan objectives;
- transfer reduces the Council's future liabilities;
- the organisation has demonstrated long-term sustainability.

13. Governance and Decision Making

Property transactions shall be considered in accordance with:

- the Constitution;
- Disposal and Acquisitions Policy;
- this Policy;
- statutory requirements.

Decisions under this Policy shall be taken by the Assistant Director of Property in accordance with the Council's Constitution and Scheme of Delegation, in consultation with the Portfolio Holder for Property & Assets. Each decision will be in accordance with the delegated decision process as set out in the Scheme of Delegation accompanied with the delegated decision report.

. Following approval, a Delegated Decision Notice shall be published in accordance with the Council's Constitution.

This Policy provides the framework within which decisions are considered. It does not amend or replace the Council's Constitution or delegated powers.

Freehold Community Asset Transfers shall require Executive approval if above the threshold or where the Leader and/or relevant portfolio holder require the decision to be made by the Executive.

14. Competitive Allocation

Where appropriate, community occupation opportunities shall normally be openly advertised and subject to a competitive application process.

The Council may waive competitive allocation where:

- regularising existing occupation;
- supporting meanwhile use;
- operational urgency applies;
- there is only one suitable occupier;
- strategic reasons justify direct negotiation.

The Council reserves the right not to proceed with any occupation or transfer process.

15. Asset of Community Value (ACV)

Listing of an asset as an Asset of Community Value (ACV) does not:

- require the Council to transfer the asset;
- create any automatic right to occupation;
- override the Council’s strategic asset management responsibilities.

ACV status and Community Asset Transfer are separate processes and shall be assessed independently.

16. Monitoring and Review

The Council shall:

- periodically review occupation arrangements;
- monitor compliance with lease and licence conditions;
- review subsidy arrangements;
- review community benefit delivered against the objectives set out within the approved business plan and/or Delegated Process Report (DPR);
- maintain responsibility for statutory building compliance where this responsibility has been retained by the Council;
- programme and arrange relevant statutory inspections, testing and compliance works;
- keep under review the financial and operational impact of retained compliance responsibilities.

Occupiers shall be required to:

- provide reasonable access for inspections, testing, maintenance and compliance works;
- promptly report defects, incidents, hazards or concerns affecting the building;
- comply with fire safety procedures, evacuation arrangements and other site-specific requirements;
- maintain appropriate records relating to their own activities, equipment and operations;
- ensure that any equipment, alterations, events or activities introduced by them do not compromise the building's compliance status;
- cooperate with reasonable directions issued by the Council in relation to building safety and compliance.

In addition, Community Asset Transfers shall normally be monitored through:

- continued delivery of community benefit;
- compliance with user restrictions;
- compliance with transfer covenants;
- ongoing financial sustainability;
- maintenance of the asset;
- trigger events that may activate reversionary provisions.

17. Policy Review

This Policy shall be reviewed periodically to ensure continued alignment with:

- corporate priorities;
- governance requirements;
- financial sustainability;
- legislative changes;
- strategic asset management objectives.

Document Control and Overview

Organisation(s)	
Policy Title	
Author	[INSERT JOB TITLE]
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Revision Date	Reviser	Previous Version	Description of Revision

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Approval	Date

Document Distribution

Name	Job Title

This report is public	
Budget Process 2027/28	
Committee	Executive
Date of Committee	7 September 2026
Portfolio Holder presenting the report	Portfolio Holder for Finance, Councillor David Hingley
Date Portfolio Holder agreed report	6 August 2026
Report of	Assistant Director Finance (S151 Officer), Michael Furness

Purpose of report

To inform the Executive of the proposed approach to the 2027/28 Budget Process and provides context and background information on the existing Medium-Term Financial Strategy (MTFS) and information on latest government announcements relevant to the Strategy.

1.0 Recommendations

The Executive resolves:

1.1 To approve the Budget Process for 2027/28.

1.2 To approve the base assumptions to be used for the 2027/28 budget as set out at paragraph 4.2.

1.3 To approve a five-year period for the Medium-Term Financial Strategy to 2031/32 and five-year period for the Capital Programme to 2031/32.

2.0 Executive Summary

2.1 This report is the first in the series on the Budget process for the forthcoming year. It forms context and background information and is part of the process which will culminate in Council setting a budget for 2027/28; a medium-term financial strategy to 2031/32, the capital programme to 2031/32 and a Corporate Plan in February 2027.

2.2 The Corporate Plan will set out the council's vision and strategic priorities, aims and activities over a five-year period. It will be underpinned annually through the production of an Annual Delivery Plan, which will set out clearly the key objectives and deliverables for the year ahead. This will ensure there is a clear direction for the council on an annual basis to support the delivery of its overarching vision and strategic priorities.

2.3 The Corporate Plan will inform the Medium-Term Financial Strategy, a key policy framework of the council, through ensuring that the annual budget and Annual Delivery Plans are aligned. Therefore, Annual Delivery Plans will form part of the annual planning cycle and approval process for the council.

2.4 The Medium-Term Financial Strategy (MTFS) to 2030/31, agreed by Council in February 2026, identified required savings of £2.335m to be delivered in 2027/28. The MTFS also reflects expected growth for demographic and other additional directorate spending needs and inflationary costs plus impacts of agreed savings and other income growth.

2.5 Information on latest government announcements and their impact, as well as an overview of new and emerging pressures which will need addressing through the Budget process for 2027/28, are set out in the report.

2.6 In 2026/27, the Government implemented significant funding reforms including a review of needs-based distribution of resources and a reset of the retention of growth in business rates income. The council had previously identified that these changes were likely as part of Medium-Term Financial Strategies published over the past five years. In recognising these financial challenges, as well as preparing for how the council could implement these changes, it also made its case to Government that funding changes of this scale would be difficult to implement and offered alternative approaches for how the changes the Government was looking to implement could be delivered. In the end, following a consultation of the proposed funding changes, the Government capped the amount of reductions in resource that can be received and also included additional funding in the baseline position, improving the council's resource position.

2.7 Our funding advisors, PIXEL Financial Management, report that Local Authorities can be confident that the core funding settlement for 2027/28 to 2028/29 will remain unchanged. Variations in the short term are going to be around local taxation (Band D, taxbase, retained business rates). Uplifts in specific grant funding are possible but hard to predict. The next funding review is expected to be in 2029/30 and is expected to be largely confined to updating data alongside a business rates baseline reset. The major uncertainty is likely to be how transitional support is handled, with many authorities currently sitting on a cliff-edge at the end of 2029/30.

2.8 The government announced in July the outcome of its Local Government Reorganisation consultation. The new Unitary Authority (UA) will come into existence 1 April 2028, year 2 of the proposed MTFS period. Despite this, the council is committed to preparing its financial plan across its MTFS in order to ensure the new UA has the most accurate financial information available to it when planning its future spending plans.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no immediate financial implications associated with agreeing a budget process. Joanne Kaye, Head of Finance, 5 August 2026
Legal	The Council legally has to set a balanced budget each year. Ensuring there is a robust process in place will help it to achieve that. Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer, 6 August 2026
Risk Management	The Council faces significant risks given the scale of the financial challenge for 2027/28 and beyond. Having a robust process in place to develop budget proposals and the associated Corporate Plan will help to mitigate these. These risks are managed as part of the operational and leadership risk register. Kaimi Ithia, Head of Chief Executive's Office, 6 August 2026

Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		There are no Equality, Diversity and Inclusion implications arising as a direct consequence of this report. However, as per our equality's framework, all proposals are developed in line with the Equality Act 2010. Kaimi Ithia, Head of Chief Executive's Office, 6 August 2026
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 have an impact upon the lives of people with protected characteristics, including employees and service users?		X		

Climate & Environmental Impact		X		There are no sustainability implications arising directly from this report to initiate the budget process. However, the implications of proposals arising from the process will need to be reviewed to consider the climate and environmental impacts on a case-by-case basis. Michael Suddens, Head of Biodiversity and Climate Resilience, 6 August 2026
ICT & Digital Impact				Not applicable
Data Impact				Not applicable
Procurement & subsidy				Not applicable
Council Priorities	All			
Consultation & Engagement	See section 4.10 – 4.14			

Supporting Information

3.0 Background

3.1 This initial report sets the context and the timetable for the Budget process. It sets out the assumptions on which the existing MTFS agreed in February 2026 is based, information arising from government and other announcements plus new and emerging financial issues for 2027/28 and beyond which impact on the existing MTFS.

3.2 The following appendices are attached to this report:

- Appendix 1: Previously agreed Savings and Income Opportunities 2026/27 – 2030/31
- Appendix 2: Previously agreed Service Investments 2026/27 – 2030/31
- Appendix 3: Budget Planning timetable for 2027/28

3.3 It is proposed that the MTFS continues to cover a five-year time frame given the financial challenges the council is facing and to ensure that the new UA is in as strong a financial position as Cherwell can contribute. Therefore, the period will be extended by one year to cover 2031/32. It is also proposed that the Capital Programme also cover the same five-year period to 2031/32 as the MTFS.

Assumptions in the approved Feb 2026 Medium-Term Financial Strategy

Additional Spending & Savings

3.4 The 2026/27 – 2030/31 MTFS agreed by Council in February 2026 identified the requirement for annual savings of £2.335m in 2027/28 to offset funding reductions and to meet additional expenditure needs – this includes £1.000m savings already planned for 2027/28. Delivery of savings identified in February 2026 for implementation in 2026/27 of £2.290m are being monitored through the monthly reporting to Executive throughout the financial year. To the extent that savings anticipated in 2026/27 are not delivered on an ongoing basis this will increase the level of savings required in 2027/28. The Council is working to minimise any ongoing savings non-delivery in 2026/27.

3.5 The existing MTFS has provided for inflation on pay, contracts, and fees and charges within the budget. It assumes that there will be 2.5 percent pay award over the MTFS period. Contract inflation had been provided for at 2 percent in all years of the MTFS. Fees and charges have been reviewed and increased by a minimum of 2 percent for in all years of the MTFS (where the fee is set by the council) to reflect cost recovery.

3.6 Details of the savings and service investments assumed in the existing MTFS, approved by Council in February 2026, for 2026/27 to 2030/31 are set out in Appendices 1 and 2.

Funding

3.7 The MTFS for 2026/27 approved by Council in February 2026, is set out in Table 1 below. This represents the scenario where there is a continuation of transitional arrangements in year four of the MTFS period, applied in the same way as they have been in 2026/27 with a 95% funding floor applied to avoid “cliff edges” in funding. Planning on this basis is both prudent and sensible, avoiding being overly pessimistic based on past experience.

3.8 The council has always taken an active role in funding reviews and will continue to do so both on an individual council basis but also through our professional bodies and professional peer groups including the District Council Network (DCN), the Local Government Association (LGA) and SDCT (Society of District Council Treasurers). The council will ensure that it maintains a dialogue with the Government on how transition will be applied in 2029/30.

3.9 The MTFS has been forecast across the period based on current estimates, including growth in business rates and council tax. However, if growth in the council’s taxbase for both business rates and council tax does not continue at the rates forecast then the gap in the MTFS is likely to grow.

3.9 The existing MTFS approved in February 2026 indicates that Cherwell will have a gap between its net budget requirement and its funding of £2.335m in 2027/28. Details of the MTFS approved in February 2026 are set out in Table 1 below.

Table 1: MTFS as approved February 2026

MTFS Movements	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£m	**£m**	**£m**	**£m**	**£m**	**£m**
Base budget b/f	26.194	0.000	0.000	0.000	0.000	26.194
Investments	1.909	(0.216)	(0.071)	0.013	0.012	1.647
Efficiencies & Income	(2.290)	(1.000)	(0.638)	(0.161)	(0.050)	(4.139)
Capital Impact	0.624	0.345	0.156	0.263	0.017	1.405
Corporate changes	1.963	(0.312)	0.165	0.308	0.445	2.569
Inflation	0.813	0.835	0.800	0.800	0.000	3.248
Use of reserves	(1.024)	(0.298)	(0.013)	0.000	0.000	(1.335)
Transfer from Reserves	0.664	0.481	0.013	0.000	0.000	1.158
Transfer to Reserves	0.591	0.180	0.228	(0.648)	0.648	0.999
Additional government grants	2.823	(0.043)	0.177	0.000	0.000	2.957
Net Budget Requirement	**32.267**	**(0.028)**	**0.817**	**0.575**	**1.072**	**34.703**
Revenue Support Grant	(14.812)	0.598	0.606	(1.109)	(0.165)	(14.882)
Council Tax	(10.237)	(0.074)	(0.474)	(0.545)	(0.595)	(11.925)
Business Rates	(4.883)	(0.496)	(0.949)	1.550	(0.093)	(4.871)
Adjustment Support Grant	(2.335)	2.335	0.000	0.000	0.000	0.000
Total Income	**(32.267)**	**2.363**	**(0.817)**	**(0.104)**	**(0.853)**	**(31.678)**
Funding Gap / (Surplus)	**0.000**	**2.335**	**0.000**	**0.471**	**0.219**	**3.025**

Earmarked Reserves and General Balances

3.10 When the council set its budget in February 2026, earmarked reserves (reserves held for a specific purpose) were forecast to be £36.4m as at the end of 2026/27. The latest forecast estimates that general balances will remain around £8m at the end of 2026/27. As with general balances, the level of earmarked reserves is reviewed each year as part of the Budget process. A risk assessment to determine the level of appropriate balances will also be undertaken as part of the Budget process.

4. Details

Revised assumptions in the updated Medium Term Financial Strategy

4.1 The MTFS approved in February 2026 has now been reviewed and prudent assumptions made based on the latest information available and using scenarios and a sensitivity analysis to form a view.

4.2 The proposed planning assumptions for the updated MTFS period will include provision for inflation on pay, contracts, and fees and charges and council tax. It will assume 3.5 percent pay awards over the MTFS period. Contract inflation will be provided for at 3 percent in all years of the MTFS. Fees and charges will be reviewed and increased by a minimum of 3 percent for in all years of the MTFS (where the fee is set by the council) to reflect cost recovery. Council tax increases will be assumed at the maximum allowable (£5 or 2.99%) without a referendum.

Government Announcements

4.3 Since Council approved the 2026/27 budget, MTFS and Capital Programme, the government announced the decision on the future of local government in Oxfordshire. From 1 April 2028, Cherwell and West Oxfordshire will be combined into a new Unitary Authority (UA). At this point, no assumptions have been built into the MTFS in relation to the transition period before the new UA is 'stood up'. he council has prudently set aside an earmarked reserve to contribute to the costs associated with disaggregating the existing councils and creating the new UA. These funds will be released from Earmarked Reserves to the revenue account in line with the Reserves Policy.

Further Medium-Term Uncertainty

4.4 The next funding review is expected to be in 2029/30 and is expected to be largely confined to updating data alongside a business rates baseline reset (potentially a partial reset). The major uncertainty is likely to be how transitional support is handled, with many authorities currently sitting on a cliff-edge at the end of 2029/30. Our damping assumptions will continue to be updated based on the latest information available.

Savings Proposals and Income Opportunities

4.5 Given the challenging situation relating to funding and the high levels of uncertainty, the Council will undertake to identify savings options to address the MTFS gap should it materialise.

4.6 In line with the MTFS approved in February 2026 the Council will:

- Adopt a transformational approach to service delivery to shape the thinking for the future design of the Council.
- Review the Council's priorities and alignment of resources to maximise delivery of member priorities within the resources available.
- Maximise income opportunities.
- Continue to lobby policy makers.

4.7 Savings proposals and income opportunities will take the form of both expenditure reduction and increases in income. These will take into account the impacts identified in the MTFS approved in February 2026. Assumptions will be revisited and revised as information becomes clearer, but it is important to note that the actual implications will not be known until very late in the Budget process.

4.8 The Budget process will consider the impact that savings proposals may have on the strategic priorities of:

- Economic prosperity
- Community leadership
- Environmental stewardship
- Quality housing and place making

4.9 The strategy for identifying savings will be based on the plan to address the MTFS gap which was approved by Council in February 2026. The Council will look to identify what savings can be provided by services and how they impact on priorities.

In addition, the Council will undertake a cross-cutting review of the Council's strategic delivery themes identified in the Corporate Plan.

Consultation and Engagement

4.10 Residents and service users expect to be consulted about council spending and council tax levels. There are no prescriptive guidelines on how and when councils should consult. Some councils prefer to consult early and explore the principles by which the council could approach balancing its budget i.e. on the 'shape of the budget', whereas others prefer to consult later and consult on the 'substance' of the budget when more formed proposals have been developed. Some council's do both and some do neither.

4.11 The common law duty to consult applies to budget consultation as residents' and service users' views and feedback could legitimately be expected to inform the council's budget setting process. There are also legal duties to consult residents and services users on the detail of specific service change proposals and particularly cuts, and these are judged on a case-by-case basis.

4.12 Under section 65 of the Local Government Finance Act 1992, billing authorities must 'consult persons or bodies appearing to be representative of persons subject to non-domestic rates under section 43 and 45 of the 1998 Act about the rateable value (hereditaments) of properties.' We will engage businesses in our autumn consultation set out below.

Formal consultation

4.13 A public consultation will be published at the end of November on the 'substance' of the budget, to give the wider population and stakeholders (including businesses to meet our statutory duty) the opportunity to feedback on the council's 'formed' budget proposals. It does not, however, replace the need to specifically consult on service change proposals relating to significant service changes and where there is a legal requirement to do so.

4.14 Our approach will be digital first, using Cherwell District Council's consultation platform, Citizens Space Cherwell. In line with our commitment to Equality, Diversity and Inclusion, paper copies of both the booklet and questionnaire will also be available and customer services will be fully briefed to support residents if they need to request materials in alternative formats A communications promotional plan will support this exercise.

Budget and Business Planning Timetable

4.15 An online public consultation on CDC's budget proposals will commence when the information is published at the end of November 2026, with Budget Planning Committee (BPC) considering the budget pressures, savings and Fees & Charges proposals on 8 December 2026. Comments from BPC, along with other responses, will feed into the final formulation of proposals. As in previous years, we will look to invite all members to BPC, so they have the opportunity to comment on the proposals, subject to the Committee Chair's approval for this approach.

4.16 Capital proposals will also be considered by Budget Planning Committee (BPC) on 8 December 2026. The Capital & Investment Strategy which incorporates the Treasury Management Strategy will be considered at the meeting in January 2027.

4.17 At this time, there are no firm dates when we can expect the provisional local government finance settlement, though it is anticipated in December 2026. This will confirm the general Government funding available to the Council for 2027/28 – 2028/29 and the Council Tax referendum limit to be applied.

4.18 The Executive will take into consideration the comments from the BPC in December 2026 and comments from the public consultation alongside the funding available announced as part of the provisional settlement, at its meeting on 1 February 2027 in setting out its proposed budget to Council.

4.19 The Council meeting to agree the 2027/28 revenue budget, MTFS and capital programme will take place on 22 February 2027.

4.20 A timetable for the Budget process is attached at Appendix 3.

5.0 Alternative Options and Reasons for Rejection

5.1 There are no alternative options to consider. The process laid out in this report will allow CDC to develop budget proposals to meet its legal obligations.

6.0 Conclusion and Reasons for Recommendations

6.1 The Council has a legal obligation to set a balanced budget and ensure it maintains a suitable level of reserves each year. The process laid out in this report will allow CDC to develop budget proposals that will allow it to meet these legal obligations.

Decision Information

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

Document Information

Appendices	
Appendix 1	Previously agreed Service Efficiencies and Income Proposals 2026/27 – 2030/31

Appendix 2	Previously agreed Service Investments 2026/27 – 2030/31
Appendix 3	Budget Timetable for the 2027/28 Process
Background Papers	None
Reference Papers	Council 23 February 2026: Budget Setting for 2026/27 and the Medium-Term Financial Strategy up to 2030/31
Report Author	Lynsey Parkinson, Strategic Finance Business Partner
Report Author contact details	lynsey.parkinson@cherwell-dc.gov.uk 01295 221739
Executive Director Approval (unless Executive Director or Statutory Officer report)	Report of Statutory Officer – S151 Officer

Appendix 1 - Previously agreed Service Efficiencies and Income Proposals

Figures are shown as an incremental, year on year change to the budget

Chief Executive's Office

Reference	Existing, New or Income	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
SPERF231	Existing Saving	Performance	Performance System Contract	Our performance system contract needs to be renewed every other year	0.010	-	-	-	-	-
				Total	**0.010**	-	-	-	-	-

Neighbourhood Services

Reference	Existing, New or Income	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
SMUSE221	Existing Saving	Banbury Museum	Reduction in Banbury Museum grant	Reduce the grant funding to the Banbury Museum Trust - delayed by 1 year to 2025/26	(0.075)	-	-	-	-	(0.075)
	Existing Income	Environmental	Garden Waste	Garden Waste Subscription fee increase from £49 to £59 as agreed amendment to budget in February 2025.	(0.207)	-	-	-	-	(0.207)
EHW2605	New Saving	Housing & Wellbeing	Banbury Museum	Support Banbury Museum to transition to a new operating model of sustainable funding sources by 2027/28, reducing its dependency on council grant funding and building a more resilient, community-driven institution - providing a saving of £0.028m in 2027/28.	-	(0.028)	(0.050)	(0.050)	(0.050)	(0.178)
EEV12603	New Saving	Environmental	Increase Garden Waste subscription fee	Increase garden waste fees to keep Cherwell's garden waste service sustainable and broadly aligned with neighbouring districts – providing an increase in income of £0.203m in 2027/28 and £0.228m in 2028/29. Neighbouring 2025/26 district fees are: Vale of White Horse (£70), South Oxfordshire (£75), and Oxford City (£94). In Cherwell, an annual subscription fee increases to £59 for 2026/27 was consulted and approved last year and the current proposal introduces a rise to £67 in 2027/28 and a potential gradual increase in subsequent years, while continuing to provide 25 collections per year.	0.127	(0.203)	(0.228)	-		(0.304)
EEV12604	New Income	Environmental	Charge for lost/damaged containers	Introduce the deferred charge for lost or damaged bins to ensure our waste container service is fair, sustainable and financially responsible – providing an income of £0.142m in 2026/27. Currently, free replacements increase costs and may discourage careful use. This proposal introduces modest charges—£40 for bins, £10 for outdoor food caddies and £5 for indoor caddies.	(0.142)	-	-	-	-	(0.142)
EEV12601	New Saving	Environmental	Three- Weekly Residual Waste Collections –	Explore moving to a three-weekly green bin collection to cut landfill by 14%, boost recycling and capture more food waste - providing a saving of £0.265m in 2027/28.	-	(0.265)	-	-	-	(0.265)
EEV12605	New Saving	Environmental	Transfer/Closure of Public Convenience - Pioneer Square	Look again at closing or transferring the public convenience facilities in Pioneer Square, Bicester to reduce costs for cleaning, maintenance, utilities and cash collection when the current contract is due for retendering – providing a saving of £0.026m in 2026/27. Note that the council will retain the toilets at Claremount Car Park, Bicester, which meet Changing Places standards.	(0.026)	-	-	-	-	(0.026)
EEV22601	New Saving	Environmental	Reduced Frequency of OCC Highway Verge Mowing in Banbury, Bicester & Kidlington	Move from the current general amenity cut (75mm height, 16–20 cuts annually) to a flail cut (300mm height, 3–4 cuts annually) to significantly reduce mowing frequency of grass verges in urban areas, improving cost efficiency and sustainability. Funding will be provided through the Oxfordshire County Council Agency Agreement Grant, supplemented by contributions from Cherwell District Council and local town and parish councils - providing a saving of £0.100m in 2027/28.	-	(0.100)	-	-	-	(0.100)

Appendix 1 - Previously agreed Service Efficiencies and Income Proposals

EEV22602	New Saving	Environmental	Reduction in cost of urban Floral Provision.	Generate commercial sponsorship and contributions from third parties to provide the floral provision, delivered in partnership with Cherwell District Council, to achieve a 10% reduction in costs incurred by the council in Banbury, Bicester, and Kidlington - providing a saving of £0.014m in 2026/27.	(0.014)	-	-	-	-	(0.014)
EHW2601	New Saving	Wellbeing & Housing	Housing Services Realignment	Implement administrative service changes within the Housing Team to allocate resources toward critical delivery areas, aiming to improve customer outcomes - providing savings of £0.115m in 2026/27.	(0.115)	-	-	-	-	(0.115)
EHW2603	New Saving	Housing & Wellbeing	Empty Homes Resource	Increase our focus on achieving fewer empty homes, aiming to boost supply within the local housing system - providing a progressive saving of £0.005m in 2026/27 and a further £0.003m in 2027/28.	(0.005)	(0.003)	-	-	-	(0.008)
EHW2604	New Saving	Housing & Wellbeing	Money Advice Contract	Continue to support the Money Advice Service, currently delivered by Citizens Advice, when the current contract concludes in 2026 through external grant funding - providing a saving of £0.153m in 2026/27.	(0.153)	-	-	-	-	(0.153)
ERG2601	New Saving	Regulatory	Regulatory Services Resources Optimisation	Optimise resources within Regulatory Services to align with automation-driven efficiencies, enabling a more streamlined and future-focused operating model that does not impact on the service received by the public - providing a saving of £0.019m in 2026/27.	(0.019)	-	-	-	-	(0.019)
				Total	**(0.629)**	**(0.599)**	**(0.278)**	**(0.050)**	**(0.050)**	**(1.606)**

Place & Regeneration

Reference	Existing, New or Income	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
SBCON221	Existing Saving	Building Control	Building Control fees	Increase Building Control fees	(0.001)	(0.001)	(0.001)	(0.001)		(0.004)
SDMAN242	Existing Saving	Development Management	National agreed increase in planning fees	National agreed increase in planning fees	(0.001)	(0.001)	(0.001)	(0.001)		(0.004)
SINVP221	Existing Saving	Property	Commercial Rents	Change in rental income from commercial council properties through contractual lease reviews	(0.035)	-	-	-	-	(0.035)
SCARP222	Existing Saving	Car Parking	Car park fees	Increase annual car parking charge of no more than 10p per hour	(0.100)	(0.100)	(0.100)	(0.100)	-	(0.400)
EPROP2504	Existing Saving	Property	Facilities Management	Finding efficiencies within facilities management	(0.040)	(0.040)	-	-	-	(0.080)
EPD2601	New Income	Planning & Development	Planning Income	Continue the operation of national changes made to the household applications fee (introduced in April 2025 by central government) – providing an estimated planning income of £0.224m in 2026/27.	(0.224)	-	-	-	-	(0.224)
EPROP2601	New Saving	Property	Consultants Fees	Reduce expenditure on property consultants and other fees, increasing rental income through lettings, lease renewals, and rent reviews of commercial properties, alongside managing service charges for community associations - providing an overall saving of £0.021m in 2026/27.	(0.007)	-	-	-	-	(0.007)
EPROP2601	New Saving	Property	Rental Income Commercial		(0.010)	-	-	-	-	(0.010)
EPROP2601	New Saving	Property	Service charge for Community Associations		(0.004)	-	-	-	-	(0.004)
EPROP2601	New Saving	Property	Repair, Maintenance and services	Conduct a comprehensive review of property contracts to assess the necessity of services and works, implementing adjustments where appropriate – providing an estimated saving of £0.053m in 2026/27.	(0.053)	-	-	-	-	(0.053)
				Total	**(0.475)**	**(0.142)**	**(0.102)**	**(0.102)**	**-**	**(0.821)**

Appendix 1 - Previously agreed Service Efficiencies and Income Proposals

Resources

Reference	Existing, New or Income	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
SELEC221	Existing Saving	Elections	Parish Election Charges	Review of recharges to Parishes for CDC running Parish Elections	(0.002)	(0.001)	-	-	-	(0.003)
ELG2501	Existing Saving	Law & Governance	Electronic Sealing and Signing	Introducing a secure electronic document signing and sealing system to save time and money	(0.003)	-	-	-	-	(0.003)
EFI2601, EFI2605,EFI 2606	New Saving	Finance	Removal of unfilled positions	Remove unfilled positions within the Council, streamlining workload and building efficiencies - providing a saving of £0.140m in 2026/27.	(0.140)	-	-	-	-	(0.140)
				Total	**(0.145)**	**(0.001)**	**-**	**-**	**-**	**(0.146)**

Executive Matters

Reference	Existing, New or Income	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
EFI2501 EFI2504	Existing Saving	Exec Matters	Balance Sheet Review	After reviewing our balance sheet, using available resources to help lower borrowing costs	(0.009)	(0.008)	(0.008)	(0.009)		(0.034)
EFI2603	New Saving	Finance	Pensions Review	Agree revised employer pension contributions based on the improved valuation of the council pension fund -providing a saving of £0.500m in 2026/27, £0.250m in 2027/28 and £0.250m in 2028/29.	(0.500)	(0.250)	(0.250)	-	-	(1.000)
EFI2604	New Saving	Finance	Treasury Management	Continue to optimise cash flow and investment strategies through effective treasury management, resulting in higher interest income. This additional revenue will be retained to support the council's general operations and contribute to the delivery of its strategic objectives - providing a benefit of £0.500m in 2026/27.	(0.500)	-	-	-	-	(0.500)
				Total	**(1.009)**	**(0.258)**	**(0.258)**	**(0.009)**	**-**	**(1.534)**

				Total Existing Savings	**(0.256)**	**(0.151)**	**(0.110)**	**(0.111)**	**-**	**(0.628)**
				Total Existing Income	**(0.207)**	**-**	**-**	**-**	**-**	**(0.207)**
				Total New Savings	**(1.419)**	**(0.849)**	**(0.528)**	**(0.050)**	**(0.050)**	**(2.896)**
				Total New Income	**(0.366)**	**-**	**-**	**-**	**-**	**(0.366)**
				Total	**(2.248)**	**(1.000)**	**(0.638)**	**(0.161)**	**(0.050)**	**(4.097)**

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Appendix 2 - Previously agreed Service Investments

Figures are shown as an incremental, year on year change to the budget

Chief Executive

Reference	Existing, Savings Non-Delivery, or New	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
DCF2601	New	Customer Focus	Performance System	Renew the council's existing performance management system, including the integration of performance and risk management, to improve reporting, compliance and transparency – requiring investment of £0.44m in 2026/27.	0.044	(0.022)	-	-	-	0.022
				Total	**0.044**	**(0.022)**	**-**	**-**	**-**	**0.022**

Neighbourhood Services

Reference	Existing, Savings Non-Delivery, or New	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
PWAST231	Existing	Waste & Recycling	Additional crew and vehicle for growth of the district	Housing growth in the district is rising rapidly, which means a new waste crew is required approximately every 3 years. As this is entirely dependent on the level of housing growth we cannot predict exactly when this need will arise. We anticipate needing an additional crew in 2026/27 and we have identified an additional vehicle through the vehicle replacement programme.	0.170		-	-	-	0.170
PEMPL231	Existing	Emergency Planning	Inflationary costs in relation to the Council's Emergency Planning responsibilities	Cherwell District Council is supported by Oxfordshire County Council to prepare for and respond to emergency incidents that may arise in the district. Cherwell District Council pays for this support through a service level agreement with the County Council which includes provision for the rise in staffing costs.	0.001	0.001	-	-	-	0.002
Council	Existing	Wellbeing & Housing	Heating Hardship Fund	To support pensioners who are struggling during the cost-of-living crisis.	(0.100)	-	-	-	-	(0.100)
Council	Existing	Wellbeing & Housing	Homelessness Support	Additional homelessness prevention support.	(0.065)	-	-	-	-	(0.065)
DHW2602	New	Wellbeing & Housing	Temporary Accommodation costs	Continue to fund nightly charged accommodation – requiring investment of £0.500m in 2026/ 27. Note that the cost of this provision has reduced year on year and continues to be an area that the council is looking to reduce through the provision of more cost-effective solutions.	0.500	-	-	-	-	0.500
	New	Wellbeing & Housing	Thames Valley Police and Crime Commissioner Contribution	Ongoing costs related to CCTV in Cherwell.	-	-	-	0.012	0.012	0.024
DEV12605	New	Environmental	Transfer Costs for Residual Waste	Provide additional budget to fund the increased costs of the Grundon transfer station in Banbury – requiring investment of £0.060m in 2026/ 27. Note that the cost increase is due to inflation and not an increase of the processing of residual waste which is circa 13,000 tonnes per annum.	0.060	-	-	-	-	0.060
DEV12606	New	Environmental	Reduction of third party works	Reduce third-party works at Bicester to cut costs, improve efficiency, and strengthen internal control over operations – requiring investment of £0.20m in 2026/ 27.	0.020	-	-	-	-	0.020
DEV12608	New	Environmental	Commercial Waste IT system	Implement an IT system to effectively manage the demand on the waste management service which is growing by circa 17% per year – requiring investment of £0.020m in 2026/ 27.	0.020	-	-	-	-	0.020
	New	Environmental	Glass Recycling	Implement kerbside glass collection and recycling – requiring investment of £0.427m in 2026/27.	0.427	-	-	-	-	0.427
DRG2601	New	Regulatory	Service charges from Oxfordshire County Council for resource provided	Fund increased charges from Oxfordshire County Council for the provision of Emergency Planning and Business Continuity services to the council – requiring investment of £0.032m in 2026/ 27.	0.032	-	-	-	-	0.032
				Total	**1.065**	**0.001**	**-**	**0.012**	**0.012**	**1.090**

Appendix 2 - Previously agreed Service Investments

Place and Regeneration										
Reference	**Existing, Savings Non-Delivery, or New**	**Service**	**Title**	**Description**	**2026/27 (£m)**	**2027/28 (£m)**	**2028/29 (£m)**	**2029/30 (£m)**	**2030/31 (£m)**	**Total MTFS (£m)**
SBCON221	Savings Non-delivery	Building Control	Building Control fees	Increase Building Control fees	0.001	0.001	0.001	0.001		0.004
MOTION	Existing	Planning Policy	Kidlington & Yarnton Vision 2050	To develop a holistic strategy for Kidlington's Infrastructure	-	(0.095)	-	-	-	(0.095)
DPD2503	Existing	Planning & Development	Community Infastructure Levy	One off implementation costs of CIL is required	(0.080)	-	-	-	-	(0.080)
DPD2504	Existing	Planning & Development	Conservation Areas	To support a new programme of Conservation Area Appraisals	0.020	-	-	-	-	0.020
DPD2602	New	Planning & Development	Temporary Development Management staff to enable delivery of improvement plans	Support the implementation of critical improvement plans through the appointment of temporary resource in the form of 1.5 full time equivalent Principal Planning Officers for a six-month period – requiring investment of £0.101m in 2026/27.	0.101	(0.101)	-	-	-	-
DPD2604	New	Planning & Development	Additional Planning Policy Staff to support Planning Appeals and Major Development	Recruit a two-year fixed term resource to support planning appeals and major development projects to ensure that complex planning matters are managed efficiently – requiring investment of £0.072m in 2026/ 27 for two years.	0.072	-	(0.072)	-	-	-
DPD2609	New	Planning & Development	New Post – Planning Systems Coordinator	Recruit a new permanent post (Planning Systems Co-Ordinator) to lead the development and integration of systems to improve efficiency through the release of team capacity – requiring investment of £0.072m in 2026/ 27.	0.072	-	-	-	-	0.072
DPD2610	New	Planning & Development	New Post – Development Management Team Leader	Recruit a new permanent post (Development Management Team Leader) to lead major development projects – requiring investment of £0.80m from 2026/ 27.	0.080	-	-	-	-	0.080
	New	Planning & Development	Planning Performance	Recruit a new permanent post (Planning Performance Supervisor) – requiring investment of £0.31m from 2026/ 27.	0.031	-	-	-	-	0.031
DPROP2601	New	Property	Property Facilities Management Support Assistant	Fund the cost of the Property Facilities Management Support Assistant– requiring investment of £0.041m in 2026/ 27.	0.041	-	-	-	-	0.041
DPROP2602	New	Property	Bodicote House - office relocation costs	Fund the remaining relocation costs from Bodicote House to Castle Quay – requiring an investment of £0.015m in 2026/27.	0.015	-	-	-	-	0.015
DPROP2605	New	Property	CDC Council Offices - CQ	Fund the contract cleaning service for the council Castle Quay offices – requiring investment of £0.074m in 2026/ 27.	0.074	-	-	-	-	0.074
DPROP2606	New	Property	CDC Council Offices - CQ	Fund the contract security service for the council Castle Quay offices – requiring investment of £0.017m in 2026/ 27.	0.017	-	-	-	-	0.017
				Total	**0.444**	**(0.195)**	**(0.071)**	**0.001**	**-**	**0.179**

Appendix 2 - Previously agreed Service Investments

Reference	Existing, Savings Non-Delivery, or New	Service	Title	Description	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	Total MTFS (£m)
Resources										
DFI2501	Existing	Finance	Financial System Upgrade	The Unit4 financial management system requires an upgrade as the version we are currently using will cease to be supported	(0.050)	-	-	-	-	(0.050)
DHR2501	Existing	Human Resources	Graduate Trainees x 2	One off funding for graduate training positions	(0.075)	-	-	-	-	(0.075)
DLG2501	Existing	Law & Governance	Committee Management System (CMS) Hosting Arrangements	Enable cloud hosting environment	(0.010)	-	-	-	-	(0.010)
DFI2601	New	Finance	Computer Software and Licensing	Fund computer software and licensing costs previously not included in the core budget as other sources are no longer available – requiring £0.050m in 2026/27.	0.050	-	-	-	-	0.050
DFI2602	New	Finance	Court Costs Income	Fund the strategic change in approach to agree council tax recovery options before court action is required, resulting in less court cost income of £0.150m.	0.150	-	-	-	-	0.150
DFI2603	New	Finance	Housing Benefits Overpayment Income	Fund the reduced grant income received by the council of £0.050m as housing benefit claimants transfer to universal credit.	0.050	-	-	-	-	0.050
DLG2603	New	Law & Governance	District Elections May 2026	Fund increased costs associated with district elections in 2026/ 27 – requiring £0.200m in 2026/ 27. Note that the council will continue to drive associated costs wherever possible whilst maintaining compliance to relevant legislation.	0.200	-	-	-	-	0.200
DLG2604	New	Law & Governance	IG Case management and logging system	Improve the longer-term efficiency and costs associated with Information Governance case management through the identification and implementation of an IT system – requiring investment of £0.013m in 2026/ 27.	0.013	-	-	-	-	0.013
	New	Law & Governance	Election Management System	Increased costs of running the system following a competitive tender process.	0.028	-	-	-	-	0.028
				Total	**0.356**	**-**	**-**	**-**	**-**	**0.356**
				Total Existing Investments	**(0.189)**	**(0.094)**	**-**	**-**	**-**	**(0.283)**
				Total New Investments	**2.097**	**(0.123)**	**(0.072)**	**0.012**	**0.012**	**1.926**
				Total Savings Non-Delivery	**0.001**	**0.001**	**0.001**	**0.001**	**-**	**0.004**
				Total	**1.909**	**(0.216)**	**(0.071)**	**0.013**	**0.012**	**1.647**

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Appendix 3

Budget Process High Level Timetable

Action	Date
Budget and Business Planning Process Report considered by Executive	7 September 2026
Budget Consultation Published	End November 2026
Council Tax Reduction Scheme considered by Executive	7 December 2026
Budget Proposals considered by Budget Planning Committee	9 December 2026
Council Tax Reduction Scheme considered by Council	14 December 2026
Provisional Local Government Finance Settlement	Late December 2026
Council Tax Base considered by Executive	4 January 2027
Draft Treasury Management and Capital & Investment Strategies considered by Audit and Governance Committee	13 January 2027
Draft Capital & Investment Strategies considered by Budget Planning Committee	19 January 2027
Proposed Budget from Executive	1 February 2027
Council to agree 2027/28 Budget	22 February 2027

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This report is public Appendix 5 to the report is exempt from publication by virtue of paragraph 3 of Scheduled 12A of Local Government Act 1972	
Finance, Performance & Risk Monitoring Quarter 1 2026/2027 Report	
Committee	Executive
Date of Committee	7 September 2026
Portfolio Holder presenting the report	Portfolio Holder for Finance, Councillor David Hingley, Leader - Strategic Leadership and Regeneration, Councillor Lesley McLean
Date Portfolio Holder agreed report	17 August 2026
Report of	Assistant Director of Finance (Section 151 Officer), Michael Furness, Head of Chief Executive's Office, Kaimi Ithia

Purpose of report

To report to Executive the council's forecast yearend financial, performance, and risk position as of the end of Q1 of the 2026/27 financial year.

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 the end of Q1 for the financial year 2026/27.

1.2 To approve the reprofiling of projects in the capital programme and the subsequent update to the programme budget for this financial year.

1.3 To approve the debt write offs set out in EXEMPT Appendix 5.

1.4 To approve the £0.655m treasury savings to be vired to Policy Contingency and made available as general contingency.

1.5 To approve the release of £0.030m from Policy Contingency for a performance post within Place & Regeneration.

1.6 To note the change to the final transfer to reserves reported in the 2025/26 Outturn report as per the Reserves Policy as described in section 4.1.9.

2. Executive Summary

2.1 This report is split into three sections:
- Finance
- Performance
- Risk

2.2 The Finance section report sets out the forecast year-end position for 2026/27, financial year.

2.3 The Performance section sets out how the council has performed against its priorities for Q1 2026/27, which are set out in its Corporate Performance Strategy for 2026/27.

2.4 The Risk section highlights the current risks within the council's Corporate Risk Register, reflecting the end of Q1 2026-27.

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. Joanne Kaye, Head of Finance, 23/07/2026			
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. Denzil Turbervill, Head of Legal, 26 May 2026			
Risk Management	There are no risk implications arising directly from this report. The report includes the latest update of the Corporate Risk Register in Appendix 8. Celia Prado-Teeling, Performance Team Leader, 17 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 have 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 financial position to ensure it can deliver its corporate priorities and respond effectively to emerging issues. This monitoring takes place monthly for revenue budgets and quarterly for the Capital Programme so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.

3.2 Performance reporting takes place quarterly to ensure the data reporting is meaningful and up to date, allowing better analysis of trends were possible.

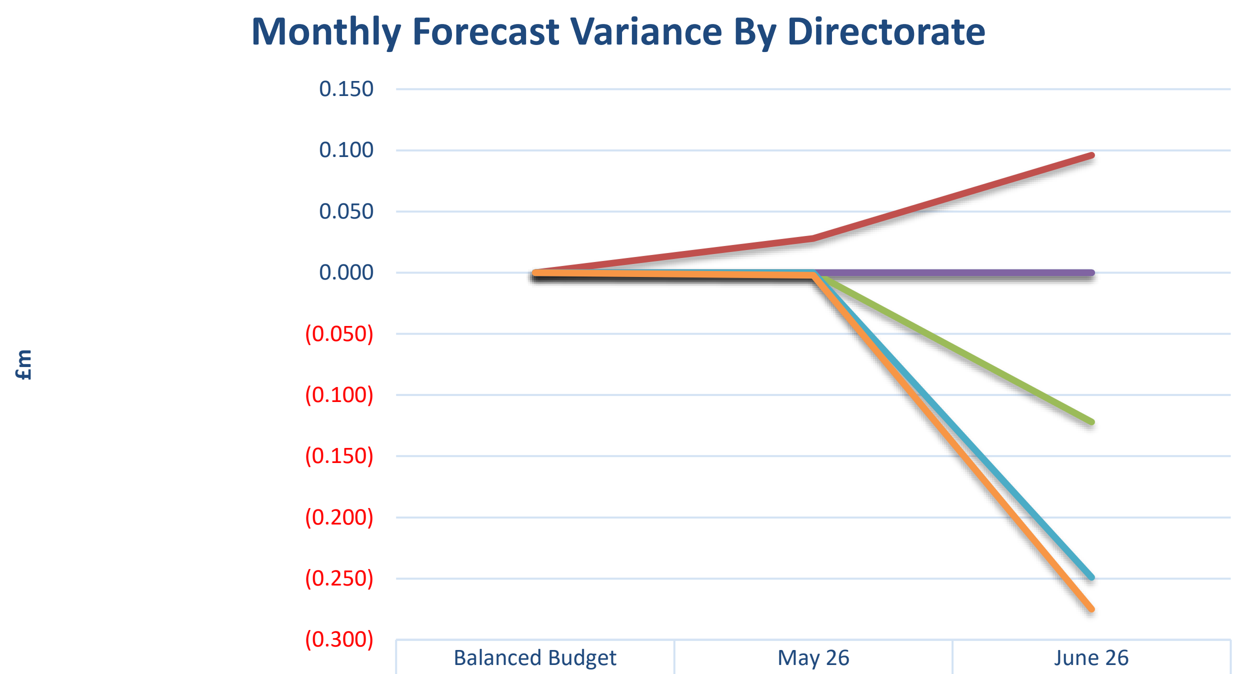
3.3 Risk reporting occurs quarterly, however the Corporate Risk Register is a live document which is updated as and when deemed necessary throughout the quarter.

3.4 These updates are consolidated on a quarterly basis where Finance, Performance, and Risk updates are given due to the implications and interdependencies between them, and this is the summary for the end of Q1 2026-27.

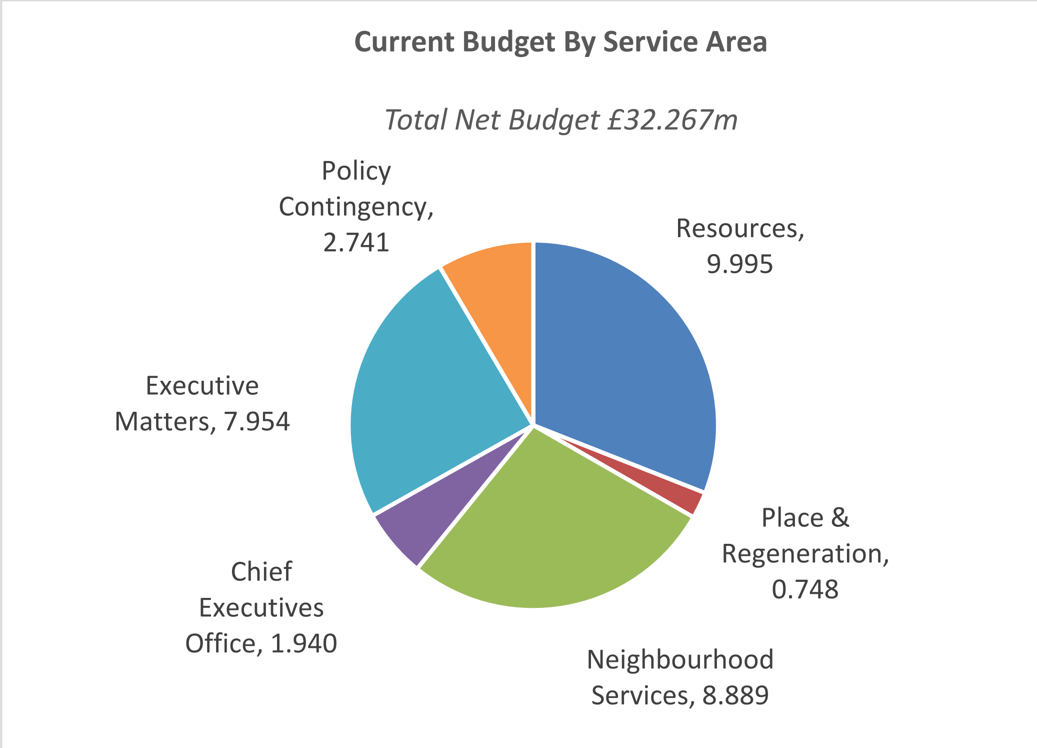
4. Details

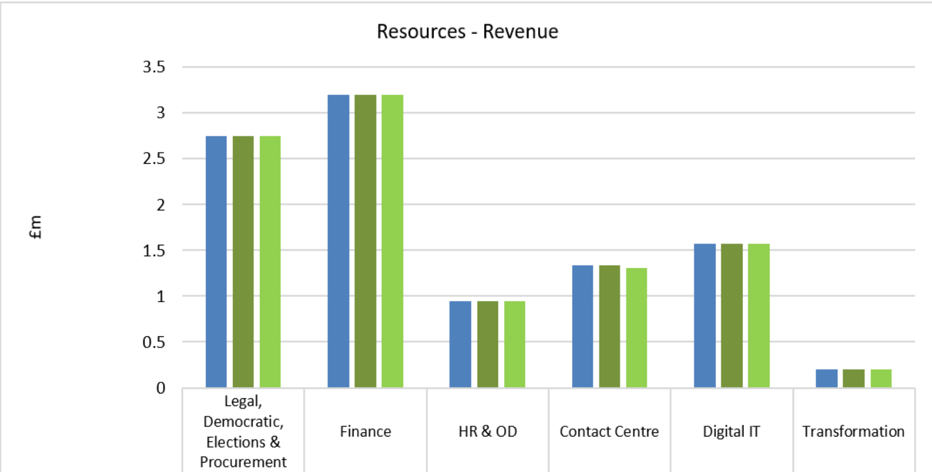
4.1 Finance Update

4.1.1 The Finance section presents the forecast year-end position for the 2026/27 financial year and in a summary, dashboard as detailed below:



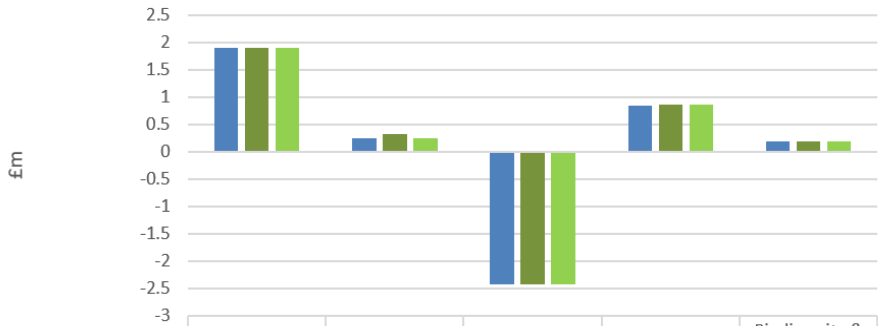
	Balanced Budget	May 26	June 26
Resources	0.000	0.000	0.000
Place & Regeneration	0.000	0.028	0.096
Neighbourhood Services	0.000	0.000	-0.122
Chief Executives Office	0.000	0.000	0.000
Policy Contingency & Executive Matters	0.000	0.000	-0.249
Overall Council Position	0.000	-0.002	-0.275





	Legal, Democratic, Elections & Procurement	Finance	HR & OD	Contact Centre	Digital IT	Transformation
Current Budget	2.744	3.201	0.943	1.335	1.573	0.199
Forecast June 2026	2.744	3.201	0.943	1.335	1.573	0.199
Forecast May 2026	2.744	3.201	0.943	1.305	1.573	0.199

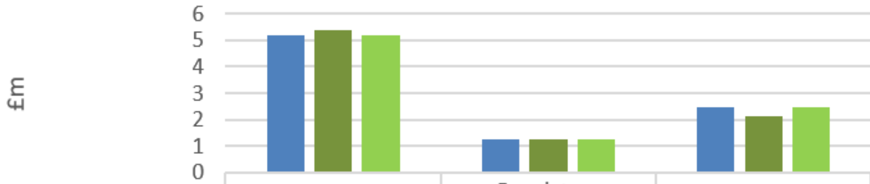
Place & Regeneration - Revenue



	Planning	Development Management	Property	Regeneration & Economy	Biodiversity & Climate Resilience
Current Budget	1.902	0.242	-2.418	0.834	0.188
Forecast June 2026	1.891	0.316	-2.418	0.867	0.188
Forecast May 2026	1.902	0.242	-2.418	0.862	0.188

Current Budget Forecast June 2026 Forecast May 2026

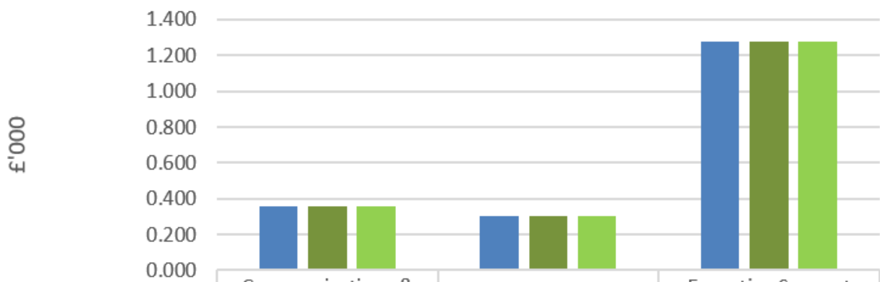
Neighbourhood Services - Revenue



	Environmental Services	Regulatory Services & Community Safety	Wellbeing & Housing
Current Budget	5.193	1.238	2.458
Forecast June 2026	5.393	1.238	2.136
Forecast May 2026	5.193	1.238	2.458

Current Budget Forecast June 2026 Forecast May 2026

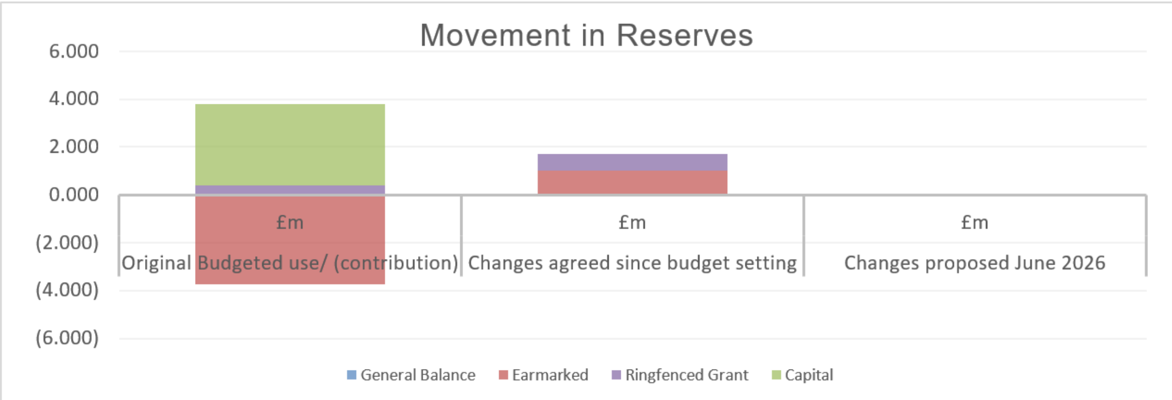
Chief Executives Office - Revenue



	Communications & Marketing	Performance	Executive Support Team
Current Budget	0.359	0.304	1.277
Forecast June 2026	0.359	0.304	1.277
Forecast May 2026	0.359	0.304	1.277

Current Budget Forecast June 2026 Forecast May 2026

Service	Resources £m	Place & Regeneration £m	Neighbourhood Services £m	Chief Executive Office £m	Executive Matters £m	Policy Contingency £m	Total £m
Budget approved by Council	**9.979**	**0.728**	**8.889**	**1.940**	**7.954**	**2.779**	**32.269**
Senior restructure		0.020				-0.020	**0.000**
reverse fees & charges as not applicable on court costs	0.016					-0.016	**0.000**
Current Budget	**9.995**	**0.748**	**8.889**	**1.940**	**7.954**	**2.743**	**32.269**
Environmental Services - Agency Costs			0.200				**0.200**
Wellbeing & Housing - Using CDC Accommodation			-0.322				**-0.322**
Regeneration & Economy - staffing changes & devolution		0.033					**0.033**
Planning - Government Grant		-0.011					**-0.011**
Development Management -		0.074					**0.074**
Higher Interest rates than forecast					-0.249		**-0.249**
Current (Under)/Overspends	**0.000**	**0.096**	**-0.122**	**0.000**	**-0.249**	**0.000**	**-0.275**



4.1.2 The council's overall forecast year-end position for 2026/27 is an underspend of (£0.275m).The projected outturn for the services is summarised below in Table 1 and further details providing explanations for variances can be found in Appendix 2.

4.1.3 The quarter one forecast for June 2026, shows the service revenue budget is forecast to deliver an overall underspend of (£0.275m) against the current budget of £32.267m (0.9%). Directorate budgets are collectively forecasting a small underspend of (£0.026m), with a significant favourable variance in Wellbeing & Housing (£0.322m underspend) offsetting pressures within Environmental Services (£0.200m overspend), Development Management (£0.074m overspend) and Regeneration & Economy (£0.033m overspend).

4.1.4 The overall position has improved by (£0.273m) since the May forecast, primarily due to movements within Executive Matters (£0.249m) and service-level improvements within Wellbeing & Housing. Funding is forecast to be achieved in full, resulting in an overall forecast underspend of (£0.275m) at year end. In addition, the Corporate Leadership Team (CLT) has reviewed and robustly challenged service forecasts to ensure that appropriate mitigating actions have been identified and are being implemented where necessary.

A summary is provided in Table 1 below.

Table 1: Forecast Year End Position

Service	Current Budget £m	June 2026 Forecast to Year End £m	June 2026 Variance (Under) / Over £m	% Variance to current budget %	May 2026 Variance (Under) / Over £m	Change since Previous (better) / worse £m
Legal, Democratic, Elections & Procurement	2.744	2.744	0.000	0.00%	0.000	0.000
Finance	3.201	3.201	0.000	0.00%	0.000	0.000
HR & OD	0.943	0.943	0.000	0.00%	0.000	0.000
Contact Centre	1.335	1.335	0.000	0.00%	(0.030)	0.030
Digital IT	1.573	1.573	0.000	0.00%	0.000	0.000
Transformation	0.199	0.199	0.000	0.00%	0.000	0.000
Resources	**9.995**	**9.995**	**0.000**	**0.00%**	**(0.030)**	**0.030**
Planning	1.902	1.891	(0.011)	-0.58%	0.000	(0.011)
Development Management	0.242	0.316	0.074	30.58%	0.000	0.074
Property	(2.418)	(2.418)	0.000	0.00%	0.000	0.000
Regeneration & Economy	0.834	0.867	0.033	3.96%	0.028	0.005
Biodiversity & Climate Resilience	0.188	0.188	0.000	0.00%	0.000	0.000
Place & Regeneration	**0.748**	**0.844**	**0.096**	**12.83%**	**0.028**	**0.068**
Environmental Services	5.193	5.393	0.200	3.85%	0.000	0.200
Regulatory Services & Community Safety	1.238	1.238	0.000	0.00%	0.000	0.000
Wellbeing & Housing	2.458	2.136	(0.322)	-13.10%	0.000	(0.322)
Neighbourhood Services	**8.889**	**8.767**	**(0.122)**	**-1.37%**	**0.000**	**(0.122)**
Communications & Marketing	0.359	0.359	0.000	0.00%	0.000	0.000
Performance	0.304	0.304	0.000	0.00%	0.000	0.000
Executive Support Team	1.277	1.277	0.000	0.00%	0.000	0.000
Chief Executives Office	**1.940**	**1.940**	**0.000**	**0.00%**	**0.000**	**0.000**
Subtotal for Directorates	**21.572**	**21.546**	**(0.026)**	**-0.12%**	**(0.002)**	**(0.024)**
Executive Matters	7.954	7.705	(0.249)	-3.1%	(0.000)	(0.249)
Policy Contingency	2.741	2.741	0.000	0.0%	0.000	0.000
Total	**32.267**	**31.992**	**(0.275)**	**-0.9%**	**(0.002)**	**(0.273)**
FUNDING	**(32.267)**	**(32.267)**	**0.000**	**0.0%**	**0.000**	**0.000**
Forecast (Surplus)/Deficit	**0.000**	**(0.275)**	**(0.275)**		**(0.002)**	**(0.273)**

Note: A positive variance is an overspend or a reduction in income and a (negative) is an underspend or extra income received.
Green represents an underspend, and red represents a overspend for the outturn position.

4.1.5 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 2026

Breakdown of current month forecast	June 2026 Forecast to Year End £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Resources	9.995	9.993	0.002
Place & Regeneration	0.844	0.530	0.314
Neighbourhood Services	8.767	8.634	0.133
Chief Executives Office	1.940	1.940	0.000
Subtotal Directorates	**21.546**	**21.097**	**0.449**
Executive Matters	7.705	7.705	0.000
Policy Contingency	2.741	2.741	0.000
Total	**31.992**	**31.543**	**0.449**
FUNDING	**(32.267)**	**(32.267)**	**0.000**
(Surplus)/Deficit	**(0.275)**	**(0.724)**	**0.449**

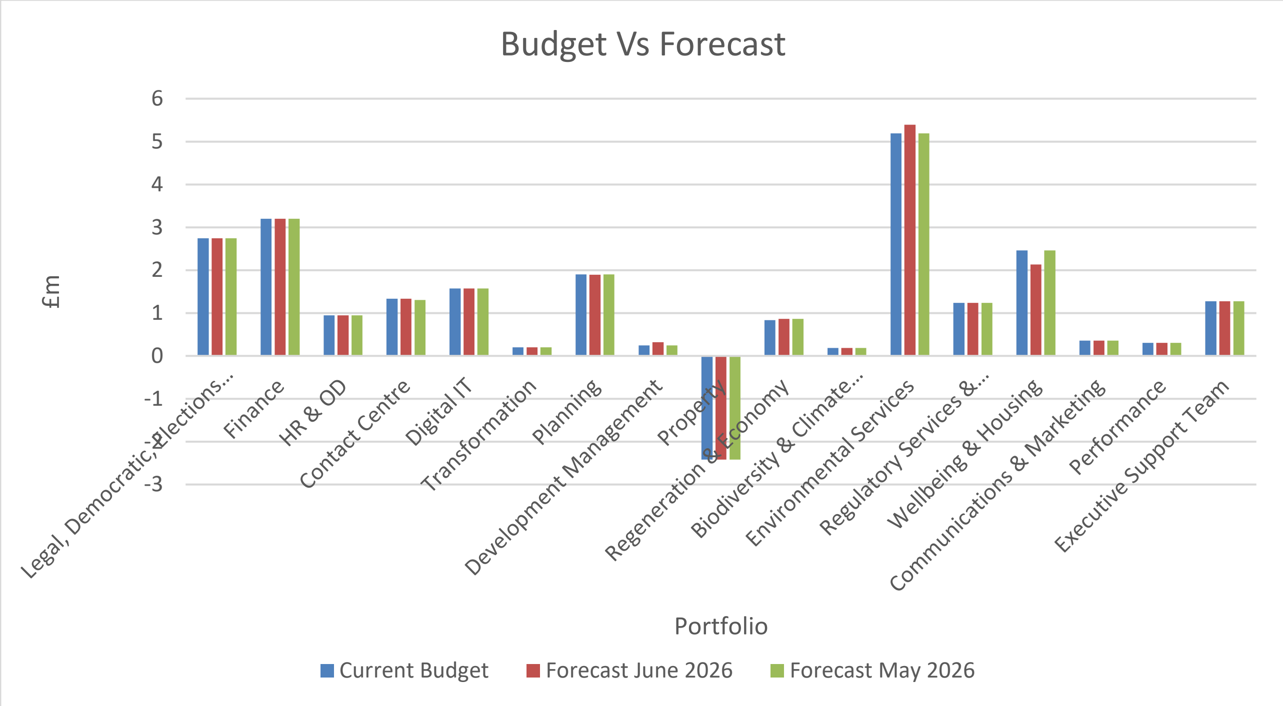
Savings non-delivery as detailed above relate to:

- **Environmental Services** – Charge for lost/ damaged containers - £0.102m
- **Environmental Services** – Transfer/ closure of public conveniences – Pioneer Square - £0.026m
- **Housing & Wellbeing** - Increase our focus on achieving fewer empty homes, aiming to boost supply within the local housing system - £0.005m
- **Resources** - Review of recharges to Parishes for CDC running Parish Elections - £0.002m
- **Place & Regeneration** - Finding efficiencies within facilities management - £0.040m
- **Place & Regeneration** - Increase annual car parking charge of no more than 10p per hour - £0.050m
- **Place & Regeneration** - Continue the operation of national changes made to the household applications fee (introduced in April 2025 by central government) – £0.224m.

For further information on the above please see Appendix 2.

4.1.6 The graph below shows the Budget compared with the final position at the end of the financial year.

Graph 1: Budget compared with Forecast Position



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

Table 3: Top Major Variances:

Service	Current Budget	Variance	% Variance
Wellbeing & Housing	2.458	(0.322)	-13.1%
Executive Matters	7.954	(0.249)	-3.1%
Environmental Services	5.193	0.200	3.9%
Total	**15.605**	**(0.371)**	

Reserves

4.1.8 Allocations to and from reserves are made according to the Reserves Policy. Table 4 below summarises the movements, please note there are no reserve requests for the month of June 2026.

4.1.9 According to section 6.2 of the Reserves Policy, the S151 Officer has delegated authority to make changes to earmarked reserves between the outturn reported to Executive and the published final statement of accounts, subject to notification of the Executive at the earliest opportunity. The Executive is asked to note that there was a reduction of £0.155m in the use of the Business Rates Earmarked Reserve compared to the £2.100m requested in Appendix 5 to the 2025/26 Finance, Performance and Risk Monitoring End of Year Report approved by the Executive in June 2026. The amount transferred was £1.945m and the reduction was predominantly due to the following year end events after publication:

- (£0.302m) additional income from the Business Rates Pool following the consolidation of the Business Rates Pool members' final outturn figures. This additional pooling benefit was transferred to the Business Rates Equalisation Reserve.
- £0.144m of capital grant income in revenue funding identified following review during draft accounts preparation.

Table 4: Reserves:

Reserves	Balance 1 April 2026 £m	Original Budgeted use/ (contribution) £m	Changes agreed since budget setting £m	Changes proposed June 2026 £m	Balance 31 March 2027 £m
General Balance	(8.021)	0.000	0.000	0.000	(8.021)
Earmarked	(34.241)	(3.757)	1.022	0.000	(36.976)
Ringfenced Grant	(2.229)	0.380	0.669	0.000	(1.180)
Subtotal Revenue	**(44.491)**	**(3.377)**	**1.691**	**0.000**	**(46.177)**
Capital	(6.511)	3.416	0.000	0.000	(3.095)
Total	**(51.002)**	**0.039**	**1.691**	**0.000**	**(49.272)**

*According to the Reserves Policy Executive are only required to approve uses of Capital Reserves, not contributions.

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). The full capital programme is presented in detail in Appendix 1.

Table 5: Capital forecast Outturn

Directorate	Project Total Budget £m	Total Forecast Project Spend £m	Variance to Budget £m	
Resources	0.299	0.298	(0.001)	
Place & Regeneration	19.638	20.298	0.660	
Neighbourhood Services	22.152	22.138	(0.014)	
Total	**42.089**	**42.733**	**0.644**	

Note: A positive variance is an overspend or a reduction in 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	Sum of Previous year(s) spend £m	Sum of 26/27 Forecast £m	Sum of 27/28 Forecast £m	Sum of 28/29 Forecast £m	Sum of 29/30 Forecast £m	Sum of 30/31 Forecast £m	Sum of Project Total forecast £m
Borrowing	1.167	7.953	1.491	1.491	1.066	0.000	13.169
Borrowing/Grant	0.141	0.085	0.045	0.000	0.000	0.000	0.271
Capital Receipts	5.251	0.565	1.400	0.000	0.000	0.000	7.216
Grant	1.593	3.360	5.752	2.570	1.539	1.539	16.353
S106	0.570	0.754	0.000	0.000	0.000	0.000	1.324
S106 and borrowing	0.000	0.200	1.300	0.000	0.000	0.000	1.500
S106, Grants and borrowing	0.000	0.900	2.000	0.000	0.000	0.000	2.900
Grand Total	**8.722**	**13.817**	**11.988**	**4.061**	**2.605**	**1.539**	**42.733**

Table 7: Capital budgets to be reprofiled beyond 2026/27

Code	Service	Project	Project Total Budget £m	Reprofiling to 26/27	Reprofiled Beyond 26/27 £m	Reason
40224	Property	Fairway Flats Refurbishment	0.365	(0.020)	0.020	Reprofiled from current to future years, The phase two project will be completed during 27/28.
40283	Property	Thorpe Lane - Solar Panels	0.034	(0.033)	0.033	Project dependent on electrical main project (40254 Thorpe Lane Depot - Renewal of Electrical Incoming Main) £33k reprofiled to 2027/28. Reprofiled from current to future years
40284	Property	Thorpe Lane - Heater Replacement (Gas to Electric)	0.028	(0.024)	0.024	Project dependent on electrical main project (40254 Thorpe Lane Depot - Renewal of Electrical Incoming Main), Reprofiled from current to future years
		Transforming Market Square Bicester	5.049	(0.370)	1.181	Reprofiling due to the project needing to consider the best

40286	Regeneration & Growth					way forward considering forecast overspend.
40354	ICT	Laptop Refresh	0.136	0.002	(0.002)	100 laptops were purchased in 26/27 Q1 and 25 laptops were issued so far. The remaining 75 laptops will be issued by end of Q2. £2k reprofiled back to 26/27. Reprofile from future to current year
			5.612	**(0.445)**	**1.256**	

4.3 Performance Summary

4.3.1 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.

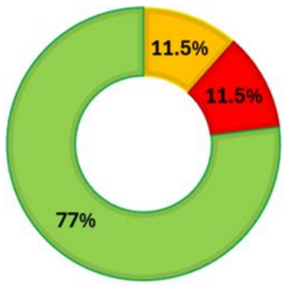
4.3.2 The Council's 2026/27 priorities are:

- Long-Term Economic Prosperity
- Community Leadership
- Environmental Stewardship and Climate Action
- Quality Housing and Place Making

4.3.3 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.

4.3.4 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 6 and Annual Delivery Plan in Appendix 7.

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%**



4.3.5 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.

4.3.6 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 6).

4.3.7 Performance Highlights

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

- **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.

- **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 CO_2 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.

- **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.

4.3.8 Performance per priority

4.3.9 Priority: Long-Term Economic Prosperity

4.3.10 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.

4.3.11 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.

4.3.12 Priority: Community Leadership

4.3.13 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.

4.3.14 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.

4.3.15 Priority: Environmental Stewardship and Climate Action

4.3.16 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.

4.3.17 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.

4.3.18 Priority: Quality Housing and Place Making

4.3.19 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.

4.3.20 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.'
	% 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.
Corporate KPIs	% 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.

4.4 Risk Monitoring

4.4.1 The Council maintains a Corporate Risk Register to monitor strategic risks that could affect its reputation, performance and delivery of corporate priorities. The Register is reviewed regularly by the Corporate Leadership Team and Risk Advisory Group and is maintained as a live document. Current higher-rated risks include one high-risk area (C05A) and several medium-risk areas (C01, C03, C04, C09, C13, C14 and C16), with ratings largely reflecting their potential organisational impact. Appropriate controls and mitigation measures are in place to reduce both the likelihood and severity of these risks.

4.4.2 There was one score change within the register during Quarter 1 2026/27, C07 Emergency Planning increased its score from 6 (Low) to 9 (moderate). One new risk has been added to the Corporate Risk Register C05A Planning Applications for Major Development. The overall position at the time of running this report of all corporate risks is as follows:

		Impact				
		1 Negligible	**2 Minor**	**3 Moderate**	**4 Significant**	**5 Severe**
Likelihood	**5 Very Likely**			C04	C05A	
	4 Likely			C17	C01	
	3 Possible			C02, C07, C15	C03, C09, C13, C14, C16	C10
	2 Unlikely			C06, C12	C08,C11	
	1 Very Unlikely					

4.4.3 Please find below the list of all risks and scores. Additionally, the full Corporate Risk Register is available in Appendix 8.

Risk	Scoring	Direction of risk
C05A - Planning Applications for Major Development	Very High	↔
C01 - Financial resilience	High	↔
C03 - CDC Local Plan	High	↔
C04 - Five-Year Housing Land Supply	High	↔
C10 - Cyber Security	High	↔
C14 - Corporate Governance	High	↔
C16- Workforce Strategy	High	↔
C09 - Health and safety	High	↔
C13 - Financial sustainability of third-party suppliers and contractors	High	↔
C02 - Statutory functions	Moderate	↔
C08 - Safeguarding the Vulnerable – Operational and partnership action	Moderate	↔
C11 - Safeguarding the vulnerable- Internal procedures	Moderate	↔
C17 - Local Government Reorganisation	Moderate	↔
C07 - Emergency Planning	Moderate	↑
C15 - Monitoring and management of Major Infrastructure Projects and Programmes	Moderate	↔
C06 - Business Continuity	Low	↔
C12 - Sustainability of Council owned companies and delivery of planned financial and other objectives	Low	↔

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 financial, performance, and risk position up to the end of Q1 2026-27, therefore there are no alternative options to consider.

6. Conclusion and Reasons for Recommendations

6.1 The report updates the Committee on the financial, performance, and risk position of the council for the end of Q1 2026-27. Regular reporting is key to good governance and demonstrates that the council is actively managing its financial resources sustainably.

Decision Information

Key Decision	Yes
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 Programme as at June 2026
Appendix 2	Detailed Narrative on Forecast June 2026
Appendix 3	Virements & Aged Debt June 2026
Appendix 4	Funding June 2026
Appendix 5	EXEMPT Write Off Details June 2026
Appendix 6	Business Plan KPIs Q1 2026-27
Appendix 7	Annual Delivery Action Plan Q1 2026-27
Appendix 8	Corporate Risk Register Q1 2026-27
Background Papers	None
Reference Papers	None
Report Author	Leanne Lock, Strategic Business Partner - Finance 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 Executive Director Resources, Stephen Hinds, 29 July 2026

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Appendix 1CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

							Forecast spend								
CODE	DESCRIPTION	Previous year(s) spend	26/27 Actuals	26/27 Purchase orders	26/27 Original Budget	26/27 Current Budget	26/27 Forecast	27/28 Forecast	28/29 Forecast	29/30 Forecast	30/31 Forecast	Project Total forecast	Project Total Budget	Project Total Variance	Narrative
40224	Fairway Flats Refurbishment	179	18	34	186	186	50	136				365	365	0	The original budget was £365k. Phase one works on the roof are complete. Phase two works to rectify the access to the flats is be evaluated. The phase two project will be completed during 27/28. £20k profiled to 27/28.
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	150	2	0	118	118	118					268	268	(0)	£46k substation installation costs have increased since the sum was first agreed. Installation, including associated connections to onsite facilities, scheduled for 26/27. £118k reprofiled to 26/27. Additional Gate 0 for £382k submitted to complete project
40255	Installation of Photovoltaic at CDC Property	9	0	0	70	70	70					79	79	0	Project will resume in 26/27 due to resource capacity
40263	Kidlington Leisure New Electrical Main	180	0	2	20	20	20					200	200	0	Due to electrical network capacity issues, we have been advised there is insufficient electricity supply available for the planned sub-station. CDC are seeking reimbursement from DNO of previously paid grant sums. Leisure centre controls are to be modified to run the ASHP's. This will ensure the building has sufficient electric overnight to keep the pool upto temperature and stop the gas boilers having an early morning demand.
40278	Development of New Land Bicester Depot	303	5	204	162	162	162					465	465	(0)	Planning application approved. Funding retained to prepare business case and consider the potential effect of Local Government Reorganisation. £180k PO relates to pipeline project , will be cancelled in Q2

							Forecast spend								
CODE	**DESCRIPTION**	**Previous year(s) spend**	**26/27 Actuals**	**26/27 Purchase orders**	**26/27 Original Budget**	**26/27 Current Budget**	**26/27 Forecast**	**27/28 Forecast**	**28/29 Forecast**	**29/30 Forecast**	**30/31 Forecast**	**Project Total forecast**	**Project Total Budget**	**Project Total Variance**	**Narrative**
40279	Spiceball Sports Centre - Solar PV Car Ports	16	5	4	161	161	161					177	177	0	Cost benefits and savings to be gained by delaying the PV works and undertaking them at the same time as PSDS4 works under one contract rather than two. Expected spend Q2.
40281	North Oxfordshire Academy - Solar Panels	0	7	0	18	18	18					18	18	0	Cost benefits and savings to be gained by delaying the PV works and undertaking them at the same time as PSDS4 works under one contract rather than two. PV works likely to commence in July 26 with invoice/s to follow in August 26.
40282	Community Centre Solar Panels	85	0	1	21	21	21					106	106	(0)	Two community centres completed 2025/26. Third to be completed in Q3 2026/27.
40283	Thorpe Lane - Solar Panels	1	0	0	33	33	0	33				34	34	(0)	Project will be completed in 27/28. Project dependent on electrical main project 40254 above. £33k reprofiled to 2027/28.
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	4	0	0	24	24	0	24				28	28	0	Project will resume in 27/28. Project dependent on electrical main project 40254 above. £24k reprofiled to 2027/28.
40316	CDC Office Relocation to Castle Quay	5,251	(72)	0	0	0						5,251	5,146	105	£38k expenditure primarily from release of half of the retention monies to the main contractor. The final account will be determined when the remaining snagging is complete. Additional costs were incurred on some elements offset by savings against some others.
40341	Public Sector Decarbonisation Scheme (PSDS) 4	385	116	532	810	810	810	128				1,323	1,661	(337)	All proposed works approved for grant funding were reviewed as part of the detailed feasibility and design. Proposed works at Stratfield Brake, NOA and Spiceball LC, have been redesigned to take account of use and property design. Designs and tenders complete, works underway and will be completed during 26/27. Detailed design and feasibility confirmed proposed works at Woodgreen Leisure Centre could not be delivered in a way that meets grant conditions. These works are not proceeding and there will be no expenditure or grant claim for these. CDC 26/27 match funding is increased by £210k

							Forecast spend								
CODE	**DESCRIPTION**	**Previous year(s) spend**	**26/27 Actuals**	**26/27 Purchase orders**	**26/27 Original Budget**	**26/27 Current Budget**	**26/27 Forecast**	**27/28 Forecast**	**28/29 Forecast**	**29/30 Forecast**	**30/31 Forecast**	**Project Total forecast**	**Project Total Budget**	**Project Total Variance**	**Narrative**
40343	Banbury Library	0	0	5	200	200	200	1,400				1,600	1,600	0	Landlord works are required to sub-divide space previously occupied by another retailer and to create a self-contained unit for the library. The tenant will procure and carry out the required landlords works as part of their fitout, with the contract documentation including appropriate safeguards. The programme of works will be determined by the tenant. The bulk of the landlords works costs are expected to be incurred in 27/28.
40348	Castle Quay Roof works	7	3	0	1,620	1,620	1,643					1,650	1,650	0	Phase 1 surveys and designs being progressed to define scope and tender documents. Procurement expected Q2. Spend expected Q4.
40327	Thorpe Place Roofing Works	0	3	4	365	365	365					365	365	**0**	Project approved by council on 16/03/2026 Planning approved in June 2026. Works to be tendered via framework agreement
40350	EPC Remedial & Improvement Works	0	0	0	125	125	125	166	425			716	716	**0**	Negotiations on proposals to improve EPC on first 2 properties have
40351	Refurbishment Works to Canal Side Entrance to Castle Quay Centre	0	0	0	146	146	146					146	146	**0**	Design and tender package being prepared
40352	Replacement of lifts and the Refurbishment Works to Castle Quay Centre South Car Park	0	0	0	470	470	470					470	470	**0**	Design and tender packages being prepared
40353	Franklins House Waterproof Membrane & Equipment	0	0	0	80	80	80					80	80	**0**	Design work commenced ready for tender in Q2
Property		**6,570**	**88**	**785**	**4,629**	**4,629**	**4,459**	**1,887**	**425**	**0**	**0**	**13,341**	**13,574**	**(232)**	
40286	**Transforming Market Square Bicester**	**370**	**22**	**160**	**825**	**825**	**455**	**4,085**	**1,031**			**5,941**	**5,049**	**892**	Following the evolution of the preferred design, a validation stage is being undertaken to test deliverability, particularly in relation to highways, before progressing to the next phase of design. The validation stage is currently ‘work in progress’ and based on the latest information it is likely that there will be an increase in overall project costs. To reflect this revised approach, the capital provision for preliminary design and survey work was reprofiled in March 2026, aligning expenditure with the updated project programme. This will be further updated during 2026/27 with a report being brought back to Executive.

							Forecast spend								
CODE	**DESCRIPTION**	**Previous year(s) spend**	**26/27 Actuals**	**26/27 Purchase orders**	**26/27 Original Budget**	**26/27 Current Budget**	**26/27 Forecast**	**27/28 Forecast**	**28/29 Forecast**	**29/30 Forecast**	**30/31 Forecast**	**Project Total forecast**	**Project Total Budget**	**Project Total Variance**	**Narrative**
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	287	0	14	20	20	19					306	306	(0)	On track to spend by 30/09/2026 – the government has extended the deadline for grant expenditure, which has allowed the Council to maximise the benefits.
40288	UKSPF Rural Fund	551	0	0	158	158	158					709	709	0	On track to spend by 30/09/2026 – the government has extended the deadline for grant expenditure, which has allowed the Council to maximise the benefits.
Regeneration & Growth		**1,208**	**22**	**175**	**1,003**	**1,003**	**632**	**4,085**	**1,031**	**0**	**0**	**6,956**	**6,064**	**892**	
Place and Regeneration		**7,779**	**110**	**960**	**5,632**	**5,632**	**5,091**	**5,972**	**1,456**	**0**	**0**	**20,298**	**19,638**	**660**	
40334	Robotic Process Automation Pilot	51	33	90	28	28	83					134	133	1	The project is moving forward with the first automation currently on hold due to the non-availability of the service it's intended to support; we will proceed as soon as circumstances allow. Meanwhile, the second automation has been fully scoped and is in development. We'll focus on planning the third automation in Q2. The aim is for all three pilot automations to be live by the end of Q3, which will give us a foundation for evaluating the impact and benefits of this pilot.
40337	ESRI Software Upgrade	19	0	6	11	11	9					28	30	(2)	Project will be completed 26/27 Q3
40354	Laptop Refresh	0	70	0	68	68	70	66				136	136	0	100 laptops were purchased in 26/27 Q1 and 25 laptops were issued so far. The remaining 75 laptops will be issued by end of Q2. £2k reprofiled back to 26/27.
ICT		**70**	**103**	**96**	**107**	**107**	**162**	**66**	**0**	**0**	**0**	**298**	**299**	**(1)**	
Resources		**70**	**103**	**96**	**107**	**107**	**162**	**66**	**0**	**0**	**0**	**298**	**299**	**(1)**	
40028	Vehicle Replacement Programme	Rolling Programme	53	810	1,280	1,280	1,280	1,066	1,066	1,066		4,479	4,479	0	Replacement programme is on track

							Forecast spend								
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40222	Burnehyll- Bicester Country Park	141	0	1	85	85	85	45				271	271	(0)	Development of the site and on-going project is on track
Environmental		**141**	**54**	**812**	**1,365**	**1,365**	**1,365**	**1,111**	**1,066**	**1,066**	**0**	**4,750**	**4,750**	**(0)**	
40083	Disabled Facilities Gran	Rolling Programme	214	0	1,918	1,918	1,918	1,539	1,539	1,539	1,539	8,074	8,074	0	Full spend of 26/27 grant allocation anticipated.
40251	Longford Park Art	0	0	0	0	0	45					45	45	0	Will not be able to start until development consortium transfers ownership to the council.
40303	S106 - Hanwell Fields Community Centre Projects	53	1	21	307	307	307					360	360	0	The project needs to be retendered following the expiration of the original tender receipts. Won't proceed with contract until any additional funds required are secured.
40304	S106 - Hook Norton Sport And Social Club Project	17	59	0	63	63	63					80	80	0	MUGA project is complete and the invoices are paid. Cricket project due to delivered in September 2026 at the end of the cricket season.

							Forecast spend								
CODE	DESCRIPTION	Previous year(s) spend	26/27 Actuals	26/27 Purchase orders	26/27 Original Budget	26/27 Current Budget	26/27 Forecast	27/28 Forecast	28/29 Forecast	29/30 Forecast	30/31 Forecast	Project Total forecast	Project Total Budget	Project Total Variance	Narrative
40305	S106 - Horley Cricket Club Pavilion Project	0	30	79	110	110	110					110	110	0	Groundwork has been completed, and the pavilion has been ordered. The expected delivery date is 10/08/2026. Completion is expected by the end of September 2026.
40312	S106 - Whitelands Farm Sports Ground (Pedestrian crossing and various works)	129	0	0	32	32	32					161	160	1	Waiting for road adaption before project commences.
40313	S106 - Woodgreen Leisure Centre Improvements	150	3	0	12	12	12					162	161	1	Project completed, retention amount paid in May 2026.
40324	Development of Activity Play Zones	140	0	0	22	22	22					162	162	0	Completed – retention payment is scheduled for September/October 2026.
40325	Graven Hill Community and Infrastructure Projects	3	5	6	77	77	77					80	80	0	The ground condition analysis will continue in 2026. Report to be received by end of June 2026.
40328	S106 - Windmill Community & Sports Centre Tennis Courts	35	7	0	0	0	0					35	51	(16)	Completed

							Forecast spend								
CODE	DESCRIPTION	Previous year(s) spend	26/27 Actuals	26/27 Purchase orders	26/27 Original Budget	26/27 Current Budget	26/27 Forecast	27/28 Forecast	28/29 Forecast	29/30 Forecast	30/31 Forecast	Project Total forecast	Project Total Budget	Project Total Variance	Narrative
40329	Spiceball Leisure Centre Structural Beams	163	0	13	10	10	10					173	173	0	Completed-retention will be released in July 2026.
40336	S106 Kingsmere Public Art	0	0	0	28	28	28					28	28	0	Project will be completed 2026/27
40344	S106- Banbury Cricket Club Project	9	3	0	2	2	2					11	11	0	Project completed and all the invoices are paid.
40345	S106 - Yarnton Village Hall Project	0	13	10	23	23	23					23	23	0	S106 fund approved. Project delivery commenced and first payment made. Final payment to be made on completion.
40347	S106 – Fritwell Playing Fields Equipment Contribution	34	34	0	33	33	33					67	67	(0)	Project completed and all the invoices are paid.
40349	Bicester Leisure centre 3G resurfacing	0	0	0	175	152	152					152	152	0	We are out to tender for design consultant. Tender deadline is 30/06/2026.
40355	North Oxfordshire Academy 3G pitch	0	0	0	1,500	1,500	200	1,300				1,500	1,500	0	Design consultant appointed. Number of surveys underway.
40356	Self contained Temporary Accommodation Units – Bicester	0	0	0	0	0		2,000				2,000	2,000	0	The evaluation of suitable land assets is underway.
40357	Purchase of Temporary Accommodation	0	0	0	3,000	3,000	3,000					3,000	3,000	0	The process of seeking properties is underway.
40358	Whitelands Farm Sports Ground 3G Pitch	0	0	0	900	900	900					900	900	0	Design consultant appointed. Number of surveys underway. Planning permission to be submitted summer of 2026. Football Foundation grant application due to be submitted October 2026.
Wellbeing & Housing		**733**	**368**	**129**	**8,212**	**8,189**	**6,934**	**4,839**	**1,539**	**1,539**	**1,539**	**17,123**	**17,137**	**(14)**	

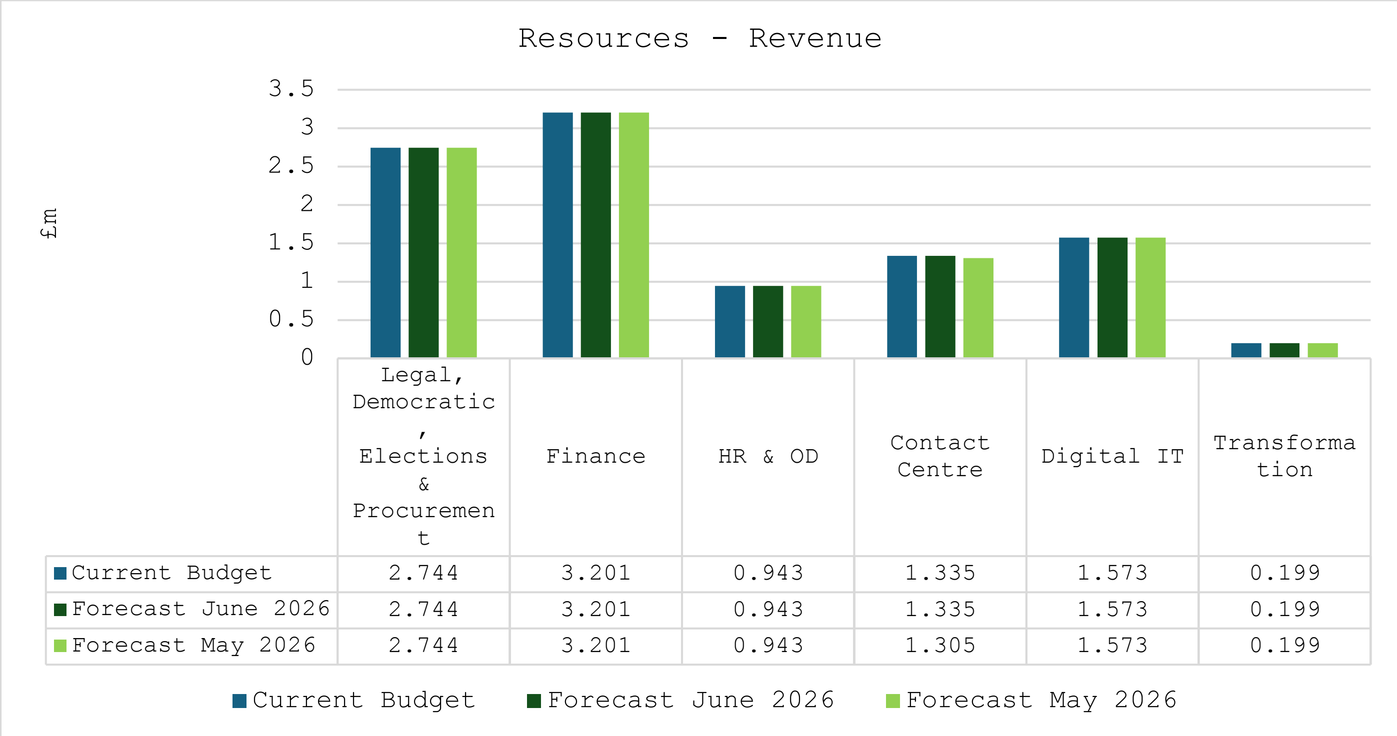
							Forecast spend								
CODE	DESCRIPTION	Previous year(s) spend	26/27 Actuals	26/27 Purchase orders	26/27 Original Budget	26/27 Current Budget	26/27 Forecast	27/28 Forecast	28/29 Forecast	29/30 Forecast	30/31 Forecast	Project Total forecast	Project Total Budget	Project Total Variance	Narrative
40245	Enable Agile Working	0	0	0	15	15	15					15	15	0	The app that will support this agile working has now been released but we are still delayed due to issues around use of the app with single sign-on (SSO). The issues linked to SSO are resolved. IT is configuring the app for use by the teams in Regulatory services. Anticipate spending full budget by end of Q2.
40333	CCTV Thames Valley P	0	0	250	250	250	250					250	250	0	Upgrade of the public open space CCTV network and cameras to meet the necessary threshold to be included in theThames Valley CCTV partnership project. The partnership agreement was signed in Q4 of 25/26. Further to this the signing of a funding agreement has been completed and a purchase order has been raised for the full amount. Expect to make full expenditure before end of July 26.
Regulatory Services		**0**	**0**	**250**	**265**	**265**	**265**	**0**	**0**	**0**	**0**	**265**	**265**	**0**	
Neighbourhood Services		**874**	**421**	**1,191**	**9,842**	**9,819**	**8,564**	**5,950**	**2,605**	**2,605**	**1,539**	**22,138**	**22,152**	**(14)**	
Capital Total		**8,722**	**634**	**2,247**	**15,581**	**15,558**	**13,817**	**11,988**	**4,061**	**2,605**	**1,539**	**42,733**	**42,089**	**644**	

Appendix 2 – Detailed Narrative on Forecast June 2026

Resources

Revenue:

Resources are forecasting on target against a budget of £9.995m (0.0% variance).
Overall, a positive start to the year, also noting the work in Customer Services on holding vacancies as part of the early Customer Front Door works.



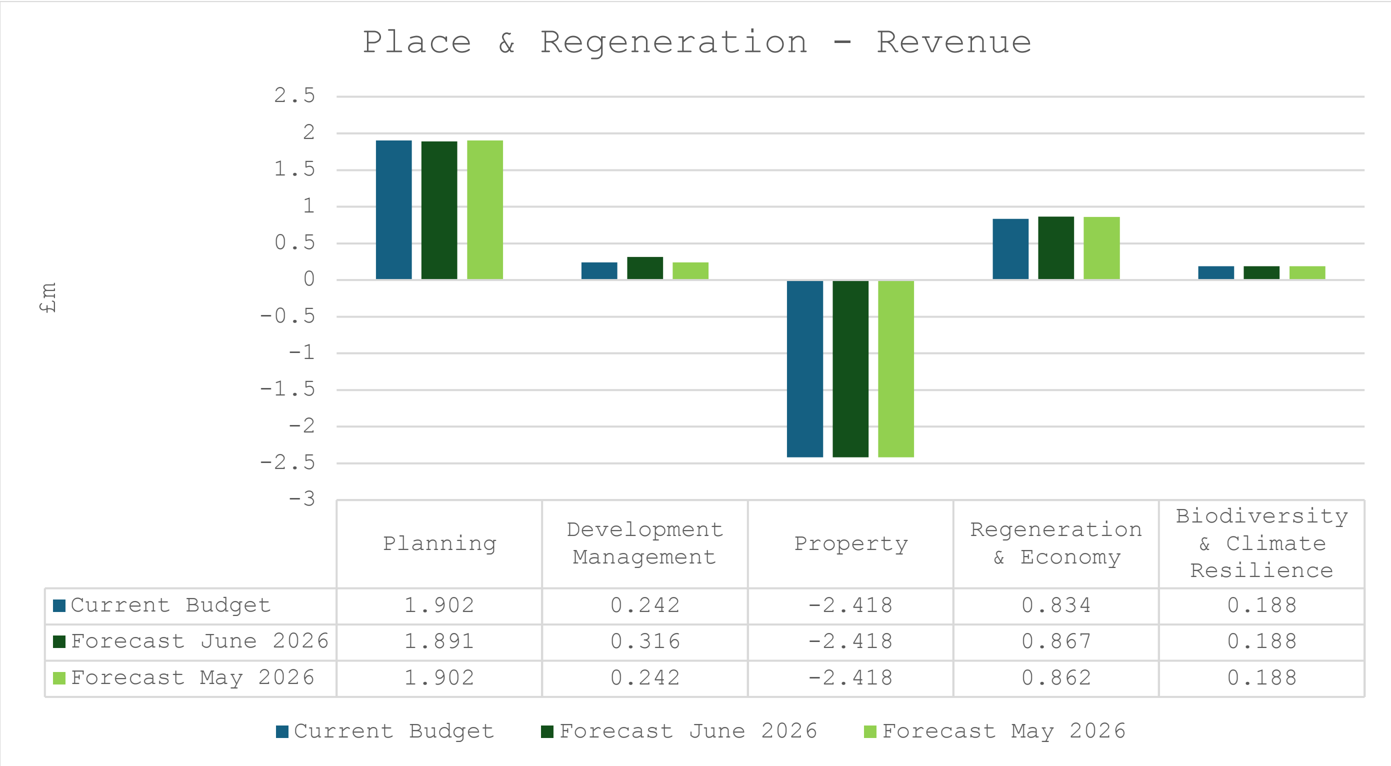
Legal, Democratic, Elections & Procurement Variation £0.000m Variation to May's forecast £0.000m	 Currently forecasting on budget. There is savings target of £0.002m relating to an increase in fees and charges for the recharging of work CDC undertakes for the Parish Elections. However, this was already included in the annual general Fees and Charges review. The £0.002m pressure is offset elsewhere in the service.
Finance Variation £0.000m Variation to May's forecast £0.000m	 Currently forecasting on budget.

HR & OD Variation £0.000m Variation to May's forecast £0.000m	Currently forecasting on budget.
Contact Centre Variation £0.000m Variation to May's forecast £0.030m	Customer Services is showing an underspend due to vacant hours on the establishment, which was reported last month, however this is due to vacancies being held in respect of the Customer Front Door transformation programme. To ensure that the savings are not being "double counted" here and in the Customer Front Door programme the budget is being reported as on target. Land Charges income has improved which has brought the previous overspend position back to on target.
Digital IT Variation £0.000m Variation to May's forecast £0.000m	Currently forecasting on budget.
Transformation Variation £0.000m Variation to May's forecast £0.000m	Currently forecasting on budget.

Place & Regeneration

Revenue:

Place & Regeneration are forecasting £0.096m overspend against a budget of £0.748m (12.83% variance).
The directorate is broadly on track for the year however the services will closely monitor the impact of reduced planning income anticipated over the coming months, with all service areas seeking to minimise expenditure to contain pressures across the directorate.



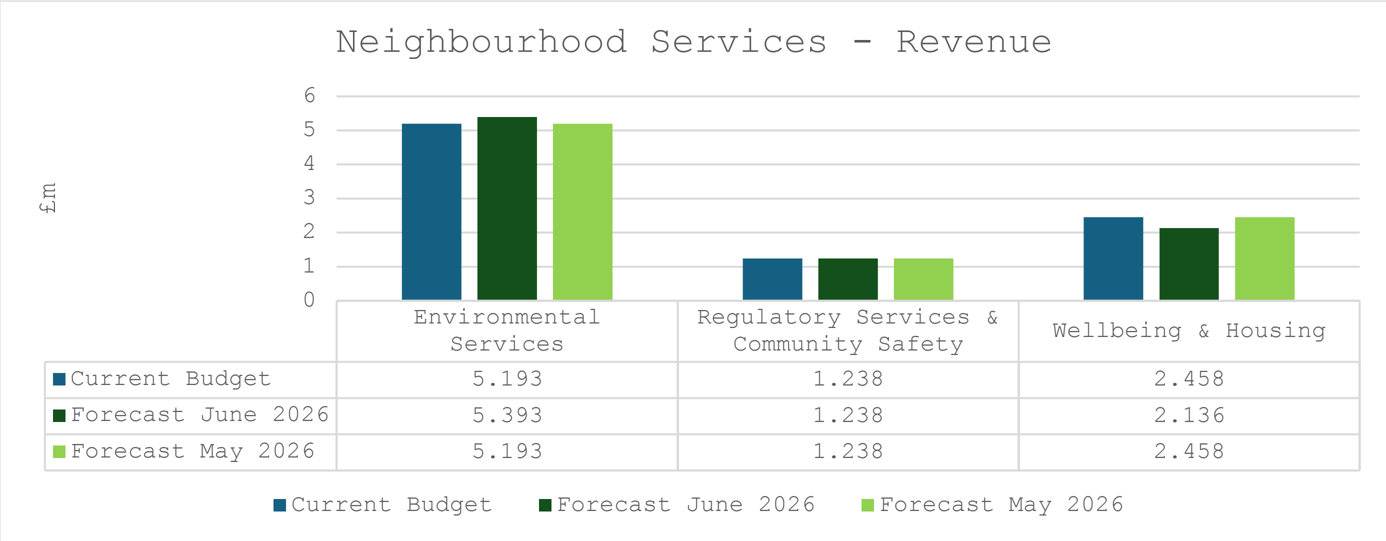
Planning & Variation (£0.011m) underspend Variation to May's forecast (£0.011m)	The Planning Policy, Conservation & Design and the Building Control services are presently reported as being within budget for 26/27. A small underspend is presently being report due to the receipt of Government grant for a Neighbourhood Plan referendum. The grant will assist in covering referendum costs incurred by Legal and Democratic Services.
Development Management Variation £0.074m overspend	Development Management is currently forecasting a £0.074m overspend at year end. The principal pressure relates to agency staffing costs required to maintain service delivery and provide specialist support. These pressures are partially offset by staffing savings arising from vacant posts and delayed recruitment, together with additional PPA income. The saving of £0.224m (held in table two if the executive report) is dependent on major planning application fee income; however, due to the

Variation to May's forecast £0.074m	Council's designation, applicants can submit major applications directly to Planning Inspectorate (PINS), resulting in the loss of fee income to the Council therefore resulting to the saving as being non deliverable. Until there is greater certainty regarding the duration of designation and the pipeline of major applications, there remains a significant risk that the full £224k saving will not be achieved in 2026/27. Management continues to closely monitor staffing expenditure and vacancy management across the service. Savings generated from vacant posts are being used to offset agency costs where possible. Planning fee income and Planning Performance Agreement income will continue to be reviewed throughout the year to identify opportunities to mitigate the remaining forecast overspend.
Property Variation £0.000m Variation to May's forecast £0.000m	Property is reporting on budget for 2026/27.
Regeneration & Economy Variation £0.033m Overspend Variation to May's forecast £0.005m	There is a small overspend reported for June. This is primarily due to costs associated with devolution, staffing changes and Future Oxford Partnership within the service. In-year budget mitigations have already been committed, leaving very limited scope for further mitigation. These costs will be retained within the directorate.
Biodiversity & Climate Resilience Variation £0.000m Variation to May's forecast £0.000m	Biodiversity & Climate Resilience is reporting on budget for 2026/27.

Neighbourhood Services

Revenue:

Neighbourhood Services are forecasting an underspend of (£0.122m) against a budget of £8.889m (-1.37% variance).
Although the service is currently forecasting an underspend, this is due to the significant work in Housing to reduce Temporary Accommodation that off sets the overspend in Environment. Given the volatility of temporary accommodation needs, it is essential that the overspend on agency in Environment is tackled and the service is working hard to identify potential cost savings measures that will limit further spend across the year.



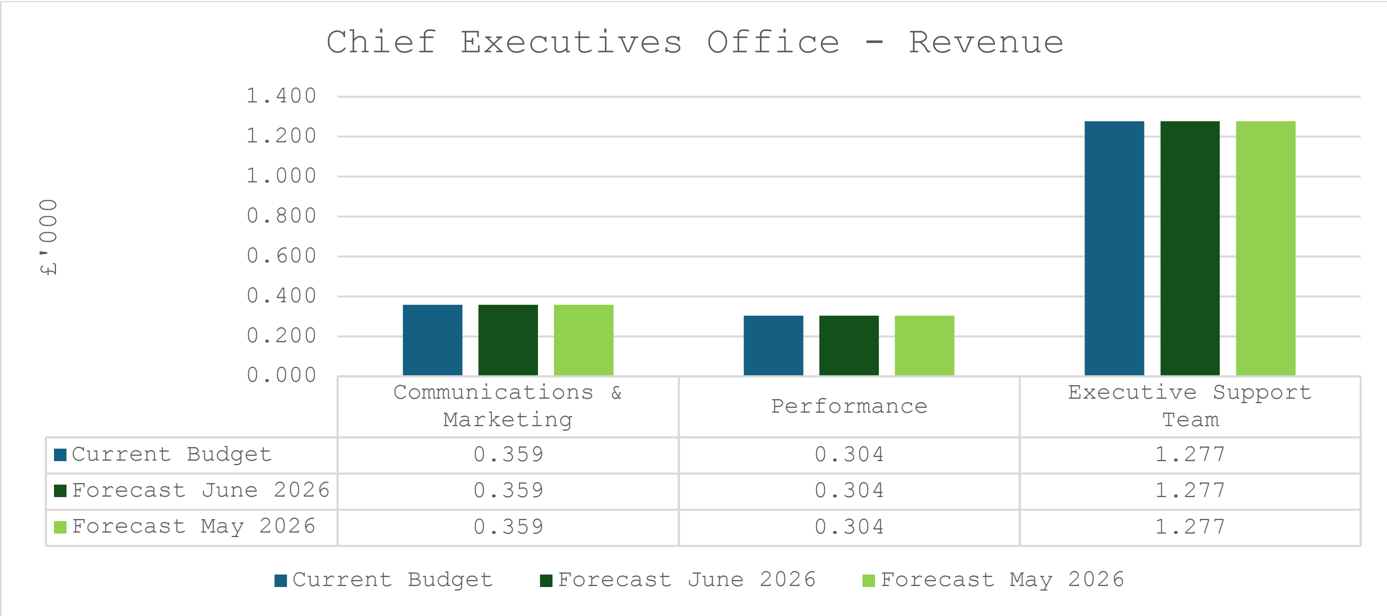
Environmental Services	
Variation overspend £0.200m	Environmental Services is forecasting an overspend of £0.200m by year-end. The main driver of the overspend is agency costs currently forecast at £290k. This is offset by vacant posts to bring the net cost down to £0.167m An additional £0.070m contribution has been agreed for CDC's continued working with the WESP partnership for this financial year. This was agreed in 2025 but missed from budget forecasts so represents an unfunded expansion of the budget. Given that the work carried out by the WESP team will deliver long-term savings and facilitate the transition to LGR, the service will identify reductions elsewhere to cover this.
Variation to May's forecast £0.200m	The conversion to HVO fuel at both sites by August will result in an overspend of £0.030m based on HVO prices remaining at a level of £1.75 per litre.

	The outcome from charging for replacement bins has been different to that was anticipated. Income has been less than expected but demand for replacement bins has also fallen – this will result in an under recovery of £0.102m in income. The underspend in buying replacement bins is expected to be £0.060m to give a net pressure of £0.042m There are some underspends forecast in the service due to freezing and delaying the recruitment to vacancies. Finally, the income from garden waste subscriptions is looking to over recover by approximately £0.080m
Regulatory Services & Community Safety Variation £0.000m Variation to May's forecast £0.000m	Regulatory Services and Community Safety are forecasting a balanced outturn.
Wellbeing & Housing Variation Underspend (£0.322m) Variation to May's forecast (£0.322m)	The changes made to the procurement of temporary accommodation and using our own stock of accommodation more, is proving beneficial. Demand is holding below 100 bookings per night. Whilst the savings anticipated from the introduction of an agency agreement within Leisure, this is delayed until September, the income should negate the pressure caused by the delay as the expectation is the total recovered will be greater than budgeted. Grant income has been confirmed for Wellbeing programmes being delivered.

Chief Executive's Office

Revenue:

Chief Executive's Office are forecasting on target against a budget of £1.940m (0.0% variance). The service is currently forecasting to be on budget. Any pressures that may arise during the year will be mitigated by the service to scale back to budget. Any efficiencies will be declared at the earliest opportunity



Communications & Marketing Variation £0.000m Variation to May's forecast £0.000m	Currently forecasting on budget.
Performance Variation £0.000m Variation to May's forecast £0.000m	Currently forecasting on budget.
Executive Support Team Variation £0.000m	Currently forecasting on budget.

Variation to May's forecast £0.000m	

Executive Matters

Revenue:

Executive Matters are forecasting an underspend of (£0.249m) against a budget of £7.954m (-3.1% variance).

Executive Matters Variation underspend (£0.249m) Variation to May's forecast (£0.249m)	Treasury is currently forecasting an underspend of (£0.249m), due to higher interest rates than budgeted. Within Executive Matters there is also a forecast underspend (£0.655m) that relates to treasury savings as per recommendation 1.4 there is a request to move this to general contingency where it will not yet be declared as an underspend.

Policy Contingency

Revenue:

Policy Contingency are forecasting on target against a budget of £2.741m (0.0% variance).

Policy Contingency Variation £0.000 Variation to May's forecast £0.000m	Currently forecasting on target.

Appendix 3 - Virement Summary

Virement Movement

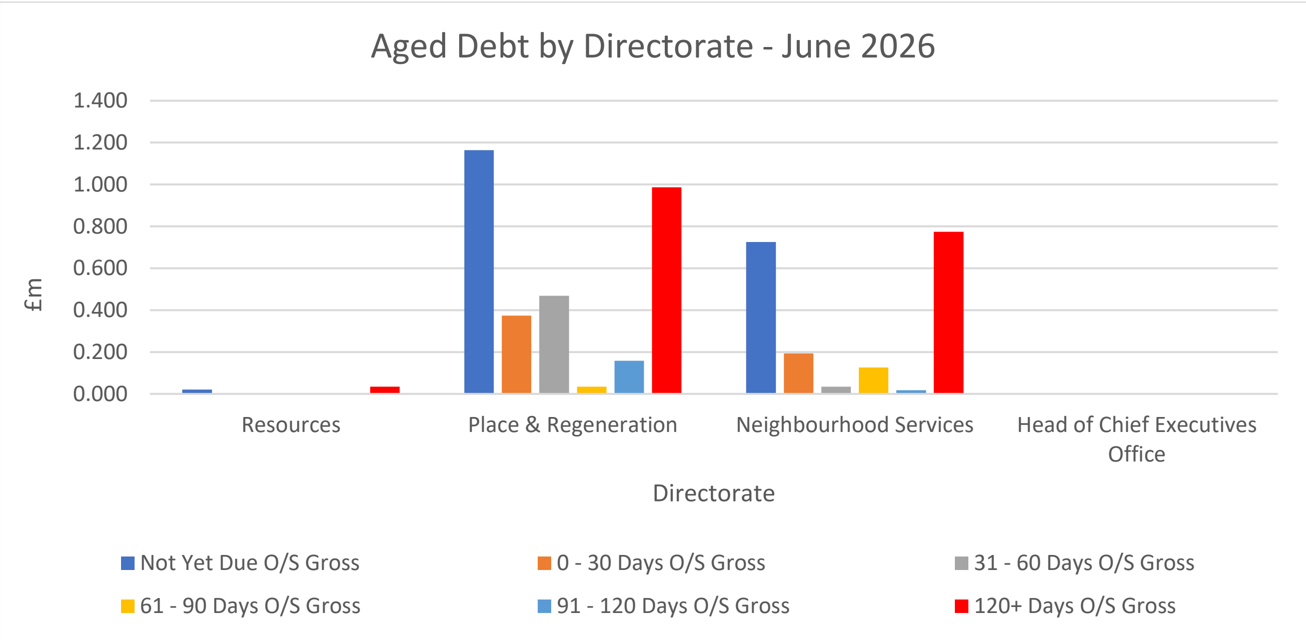
This table shows the movement in Net Budget from May 2026 to June 2026.

Virements - Movement in Net Budget	£m
Directorate Net Budget - June 2026	**21.572**
Directorate Net Budget - May 2026	21.572
Movement	**0.000**

Breakdown of Movements	£m
Total	**0.000**

Aged Debt Summary

The below graph shows the movement in sundry aged debt for the period ending 30 June 2026.



The financial regulations make provision for writing off debts that are bad, uneconomical to collect or irrecoverable. The Council maintains a number of bad debt provisions in the anticipation that debts will become bad and these once agreed are charged to the relevant provision or cost centre.

There is a provision within the council for sundry bad debt totalling £0.767m that is sufficient and by writing off the amount of debt mentioned in this report will not cause the provision to be exceeded. This provision is reviewed on a regular basis to ensure that we have sufficient within it.

Aged Sundry Debt Write Off Summary:

	£m
Sundry Debts previously written off	0.000
Sundry Debts written off in April 2026, and March 2026 under S151 delegation	0.005
Sundry Debts for write off in over £0.005m	0.085
Total write offs in financial year 2026/27	**0.090**

Housing Benefit Write off Summary:

	£m
Housing Benefit previously written off	0.000
Housing Benefit due to be written off in July 2026 under S151 Delegation	0.000
Housing Benefit Overpayments to be written off via committee	0.000
Total write offs in financial year 2026/2027	**0.000**

Council Tax Write off Summary:

	£m
Council Tax previously written off	0.002
Council Tax due to be written off under S151 Delegation in July 2026	0.171
Council Tax to be written off via Committee	0.063
Total write offs in financial year 2026/2027	**0.236**

Non-Domestic Rates Write off Summary:

	£m
Non-Domestic Rates previously written off	0.000
Non-Domestic Rates to be written off under S151 Delegation in July 2026	0.026
Non-Domestic Rates written off via Committee Approval	0.072
Total write offs in financial year 2026/2027	**0.098**

Appendix 4 - Funding for 2026/27

Dept.	Grant Name	Funding
		£
Home Office	Afghan Relocations and Assistance Policy	(£0.162)
Home Office	Syrian Resettlement	(£0.063)
Home Office	Asylum Dispersal Grant	(£0.009)
HM Land Registry	HM Land Registry - Transition Payment	(£0.009)
MHCLG	ATLAS	(£0.025)
MHCLG	New burdens funding for the Renters Rights Act	(£0.146)
MHCLG	New Burdens Supported Housing Strategies Funding	(£0.048)
MHCLG	Digital Planning Improvement Fund	(£0.050)
MHCLG	Kidlington and Oxford Parkway spatial framework	(£0.080)
MHCLG	Crisis and Resilience	(£0.036)
MHCLG	Homelessness Rough Sleeping and Domestic Abuse Grant	(£0.228)
MHCLG	Transitional Protection & Adjustment Support Grant	(£0.584)
DWP	Housing Benefit Award Accuracy Initiative	(£0.018)
		(£1.458)

Grants included as part of Budget setting:

Directorate	Grant Name	£m
Neighbourhood Services	Afghan Relocations and Assistance Policy	(1.550)
	Asylum Accommodation Dispersal	(0.336)
	Homeless Prevention Grant	(1.280)
	Syrian Resettlement Scheme	(0.016)
	Homes for Ukraine	(0.522)
	Housing Advice - Ns	(0.037)
	Rough Sleeper Initiative	(0.035)
	Resettlement schemes Business Support	(0.012)
	Resettlement Hardship Fund	(0.040)
	Neighbourhood Services Total	**(3.828)**
Place & Regeneration	UK Shared Prosperity Fund	(0.335)
	Place & Regeneration Total	**(0.335)**
Resources	NNDR Cost of Collection Allowance	(0.231)
	Rent Allowances	(20.004)
	Resources Total	**(20.235)**
Services Sub-total		**(24.399)**
Funding	Business Rates Retained Scheme	(1.716)

	Revenue Support Grant	(17.147)
	Funding Total	**(18.863)**
Government Grants Total		**(43.261)**

Appendix 6

Quality housing and placemaking - Corporate KPI's 2026-2027

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G.
BP1.2.02 No. of Homeless Households living in nightly charged (Hotel) Temporary accommodation (TA)	Cllr I Middleton	▪ Kristian Aspinall ▪ Nicola Riley	Smaller Is Better	20	25	★
Commentary The number of clients in hotel provision remains consistent. Clients are being moved on as soon as possible into self-contained accommodation as soon as units are identified and ready for occupation						
BP1.2.05 % of Homelessness cases successfully prevented rather than relief/main duty being applied	Cllr I Middleton	▪ Kristian Aspinall ▪ Nicola Riley	Bigger Is Better	68.00%	60.00%	★
Commentary At the end of Q1 we have successfully prevented homelessness in 60 cases against an total prevention caseload of 88						
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Bigger Is Better	84.2%	60.0%	★
Commentary						
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Bigger Is Better	38.7%	70.0%	▲
Commentary The planning improvement work we are delivering will be seeking to reduce this and improve the response time for processing applications.						

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G.
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 C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	11.2%	10.0%	▲
Commentary An action plan was implemented following Ministry of Housing, Communities and Local Government (MHCLG) placing CDC into Designation for the determination on Major planning applications. Improvements have already been made and CDC is now below the 10% target set by MHCLG.						
BP1.2.10Aa No. of Current Major Decisions between April 2023 to March 2025	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	116		n/a
BP1.2.10Ab No. of Major Appeals allowed between April 2023 to March 2025	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	13		n/a
BP1.2.10Ac No. of Major Pending appeals between April 2023 to March 2025	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	0		n/a

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	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 C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	5.1%	10.0%	★
Commentary						
BP1.2.10Ba No. of Current Major Decisions between April 2024 to March 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	99		n/a
BP1.2.10Bb No. of Major Appeals allowed between April 2024 to March 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	5		n/a
BP1.2.10Bc No. of Major Pending appeals between April 2024 to March 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	4		n/a

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	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 C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	0.0%	10.0%	★
Commentary						
BP1.2.10Ca No. of Current Major Decisions between April 2025 to March 2027	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	56		n/a
BP1.2.10Cb No. of Major Appeals allowed between April 2025 to March 2027	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	0		n/a
BP1.2.10Cc No. of Major Pending appeals between April 2025 to March 2027	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	4		n/a

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	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 C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	1.1%	10.0%	★
Commentary						
BP1.2.11Aa No. of Current Non-Major Decisions between April 2023 to March 2025	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	2,826		n/a
BP1.2.11Ab No. of Non-Major Appeals allowed between April 2023 to March 2025	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	31		n/a
BP1.2.11Ac Non-Major Pending appeals between April 2023 to March 2025	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	1		n/a

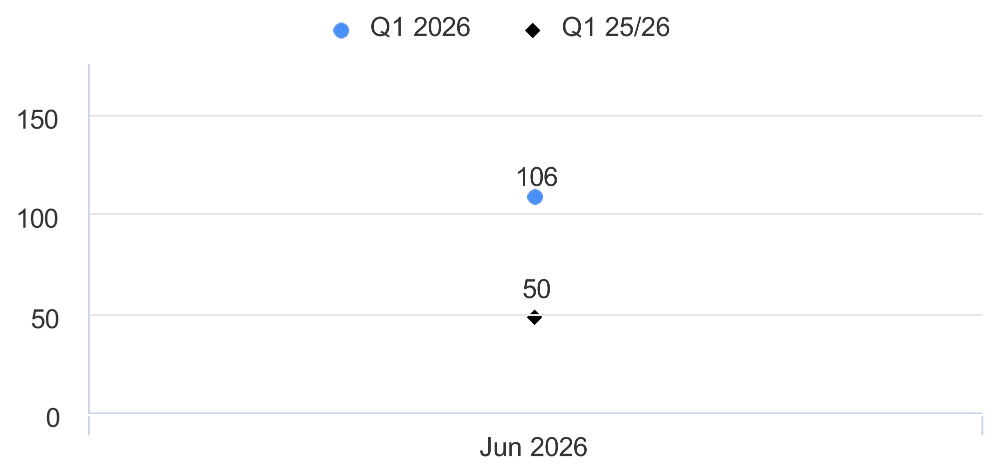
Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G.
BP1.2.11B % of Non-Major applications overturned at appeal, based on applications determined between April 2024 to March 2026, allowing for appeal decisions up to December 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	1.0%	10.0%	★
Commentary						
BP1.2.11Ba No. of Current Non-Major Decisions between April 2024 to March 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	2,487		n/a
BP1.2.11Bb No. of Non-Major Appeals allowed between April 2024 to March 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	26		n/a
BP1.2.11Bc No. of Non-Major Pending appeals between April 2024 to March 2026	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	6		n/a

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	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 C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	0.9%	10.0%	
Commentary						
BP1.2.11Ca No. of Current Non-Major Decisions between April 2025 to March 2027	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	1,149		n/a
BP1.2.11Cb No. of Non-Major Appeals allowed between April 2025 to March 2027	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	10		n/a
BP1.2.11Cc Non-Major Pending appeals between April 2025 to March 2027	Cllr C Brant	▪ Ian Boll ▪ Paul Seckington	Smaller Is Better	5		n/a

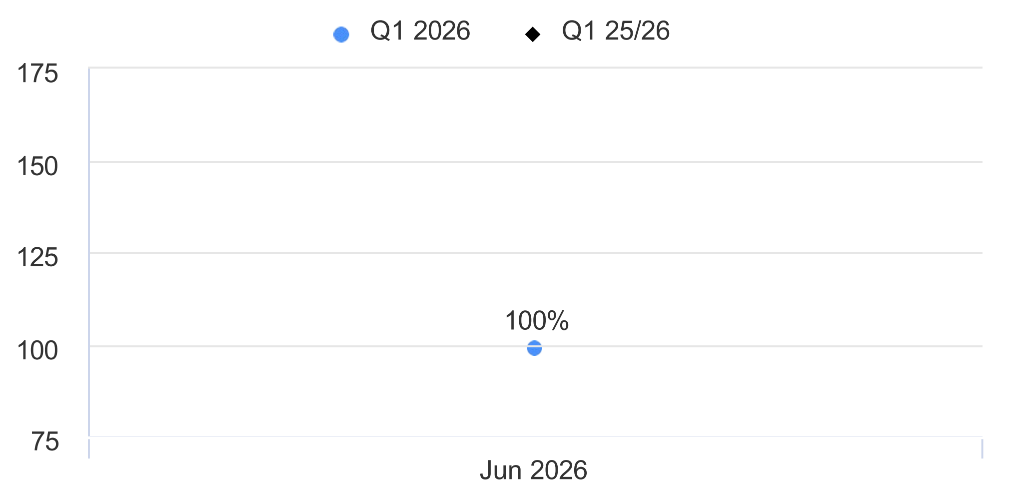
Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2025-26

	BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)
Commentary	The number of clients in TA has fallen slightly this quarter. Households are receiving permanent offers more quickly reducing the time spent in TA

	BP1.2.04 Number of affordable homes delivered
Commentary	The 106 affordable completions included 70 affordable rent homes, 4 social rent, 24 shared ownership and 8 First Homes.



	BP1.2.15 Building Safety Regulatory - Quarterly data - return all data by statutory date
Commentary	All 2025/26 returns including annual return (all by end of month following the quarter) were submitted on time.



Environmental stewardship - Corporate KPI's 2026-2027

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G.
BP2.2.01 % Waste Recycled & Composted	Cllr A Russell	▪ Ed Potter ▪ Kristian Aspinall	Bigger Is Better	52.02%	54.00%	

Commentary
Current recycling rate is in line with the previous year, remaining within tolerance against our target.

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G.
BP2.2.03 % of Climate Action Plan delivering to target	Cllr I Middleton	▪ Ian Boll ▪ Michael Suddens	Bigger Is Better	70.27%	66.00%	

Commentary
The programme has made a strong and positive start, with 26 out of 37 actions rated green and early delivery already generating measurable outcomes, including c.318 tCO2e savings (for 9 months) from initial HVO rollout, with a projected 1,257 tCO2e annually at full implementation.

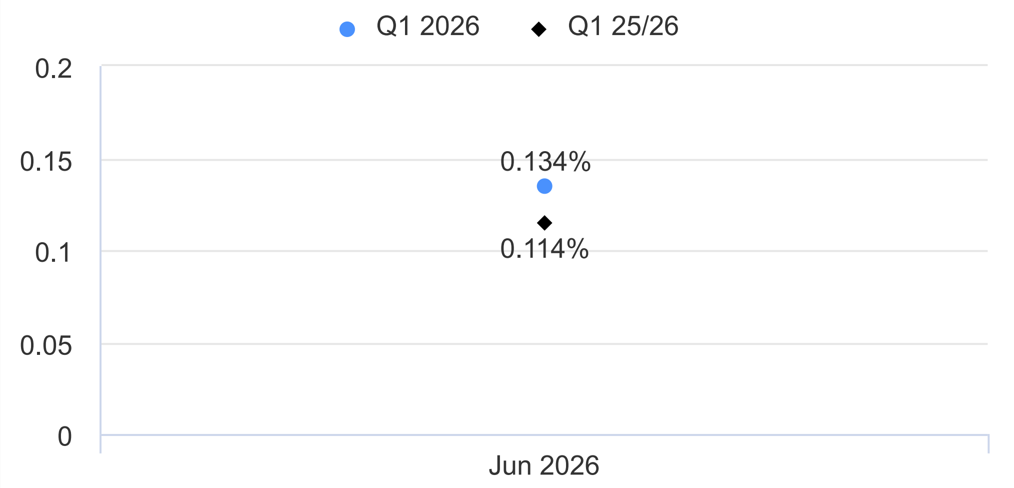
Delivery is progressing well across core areas including fleet, buildings, housing, and communications.

The programme is now transitioning from design to delivery, supported by completed workshops and emerging project pipelines.

Key dependencies remain around EV infrastructure, grid capacity, and LAEP outputs, which are critical to unlocking further progress. Focus is now on accelerating delivery, progressing design actions (17) into delivery, and progressing the 5 not yet started actions.

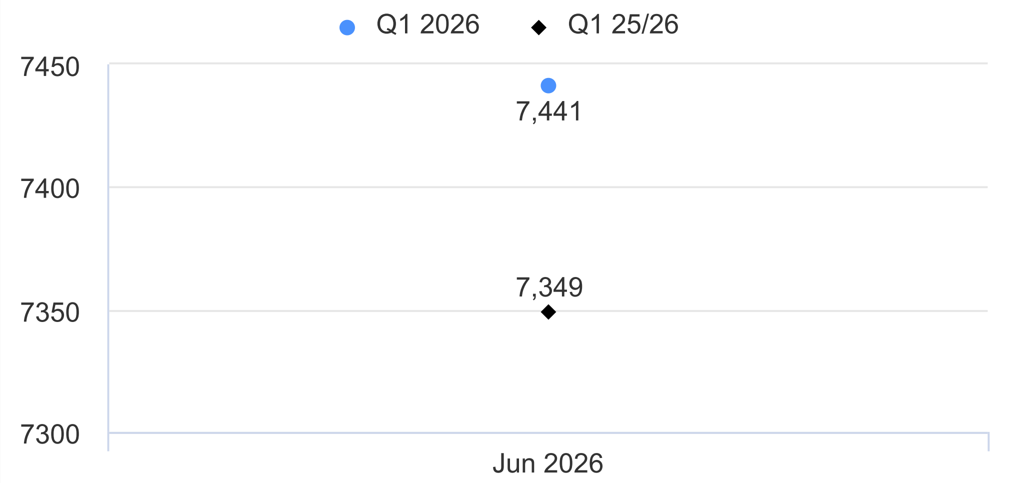
Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2025-26

	BP2.2.04 % of missed waste containers
Commentary	0.134% of containers have been missed in the first quarter this below the national average.

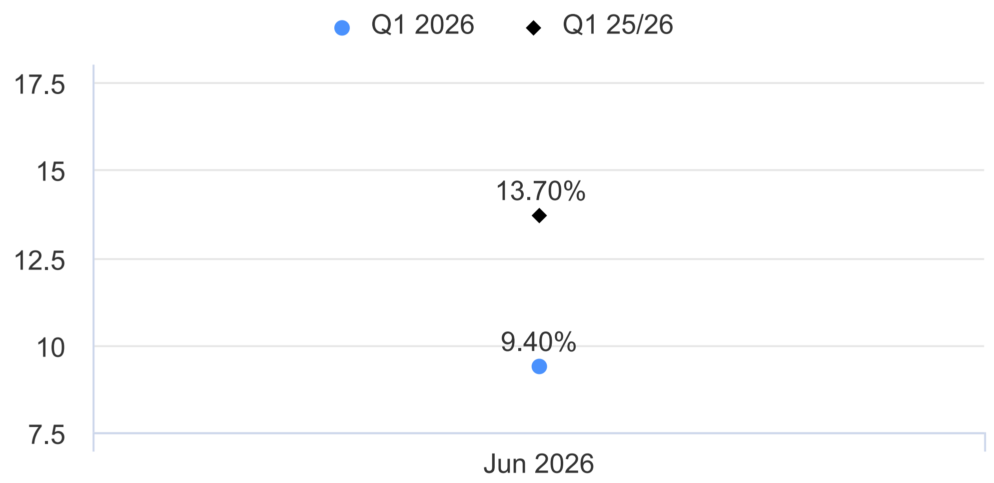


Page 223

	BP2.2.01d Tonnes residual household waste collected
Commentary	Household waste continues to grow with the increased population in the CDC area.



	BP2.2.07 % of Recycling Contamination rate
Commentary	Contamination rate has reduced, due to crew training and continued promotion of the recycling service. Average contamination rate for MRF'S (Materials Recovery Facility) is 16%.



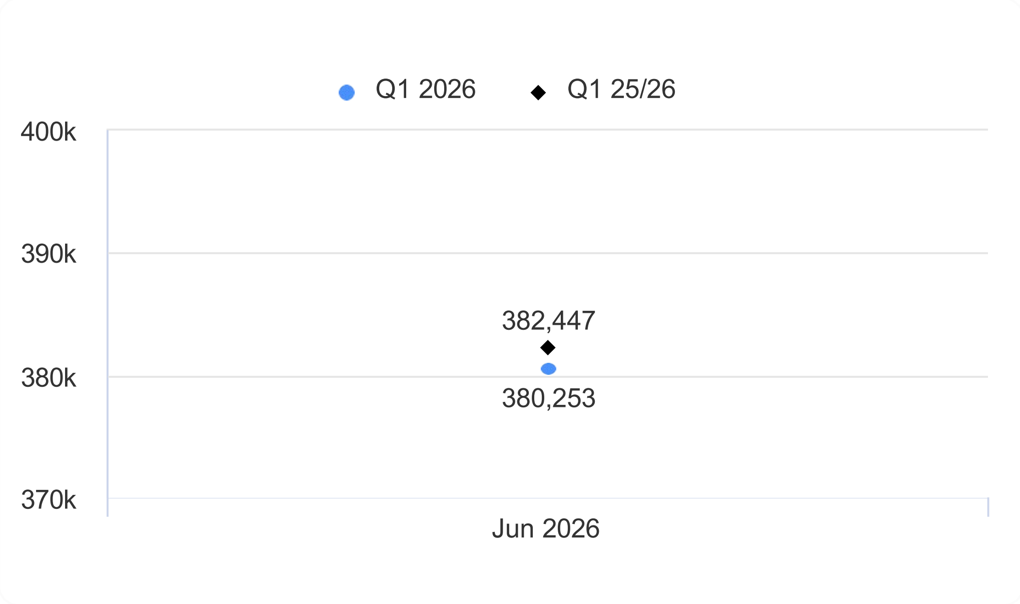
Page 224

Economic prosperity - Corporate KPI's 2026-2027						
Measure	**Portfolio Holder**	**Director/Lead Officer**	**Good is**	**Qtr Actual**	**Qtr Target**	**R.A.G.**

Please note there are no Corporate KPIs under this priority due to be reported during Q1 2026-27

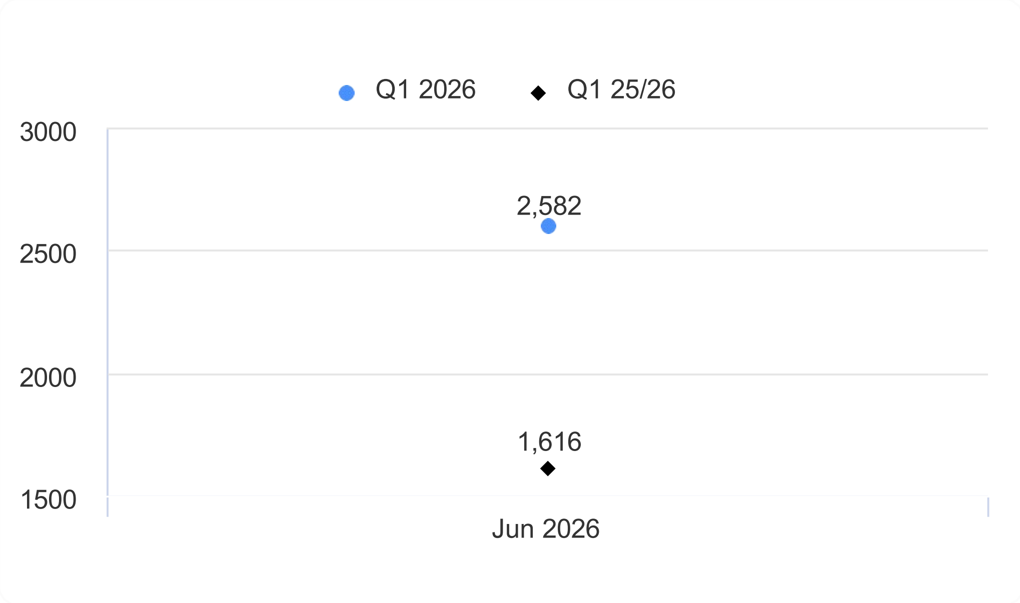
Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2025-26

	BP4.2.01 Number of Visits/Usage of all Leisure Facilities within the District
Commentary	Utilisation Figures for Q1 for the Leisure Facilities are broadly in line with Q1 of 2025. Improvement in position was significant for Kidlington Leisure Centre during this period (improving by nearly 19,000). As Stratfield Brake transferred to Kidlington Town Council these figures are no longer captured within the KPI

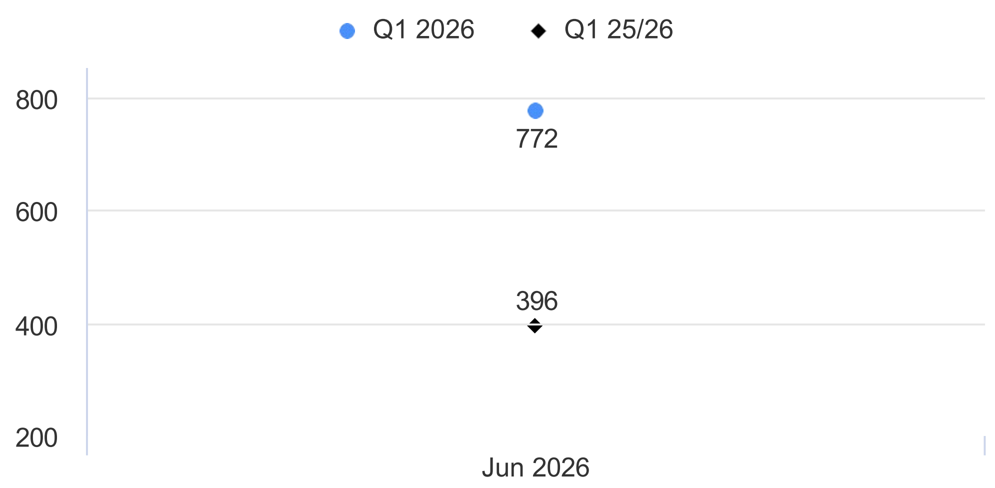


Page 226

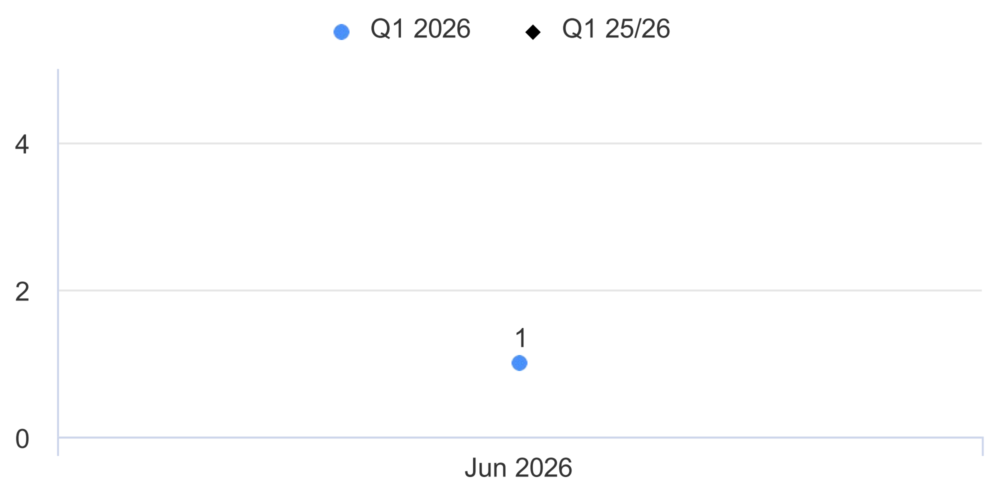
	BP4.2.02 Residents who have taken part in programmes contributing to reducing health inequalities
Commentary	Residents have been involved in a range of opportunities to tackle Health inequalities such as Move Together, You Move, Youth Activator, Community Insight Profiles, Active Travel and more. These have all continued to contribute towards the reduction in IMD across Cherwell with an example of this working really well in Ruscote, Neithropp and Grimsbury with the IMD reducing from 20% to 30%



BP4.2.05 Number of Fly Tips reported	
Commentary	Including 97 Duplicate Reports where the same fly tip has been reported more than once by different members of the public. These still need triaging by officers to identify that the same fly tip has been reported twice - so we don't send out the clearance crews twice. Last years figures for the same period were lower because they were the number of Fly Tips Cleared by Environmental Services. We have changed this measure to indicate the number of reports we receive as Environmental Enforcement Officers have to spend time triaging each one, even if they are duplicates. This means we won't get a meaningful comparison until Q1 27/28.



BP4.2.06 Implement Marmot principles across the district - Deliver 5 Community Insight profile	
Commentary	Heyford Community Insight Profile has been developed with an action plan in place to deliver recommendations

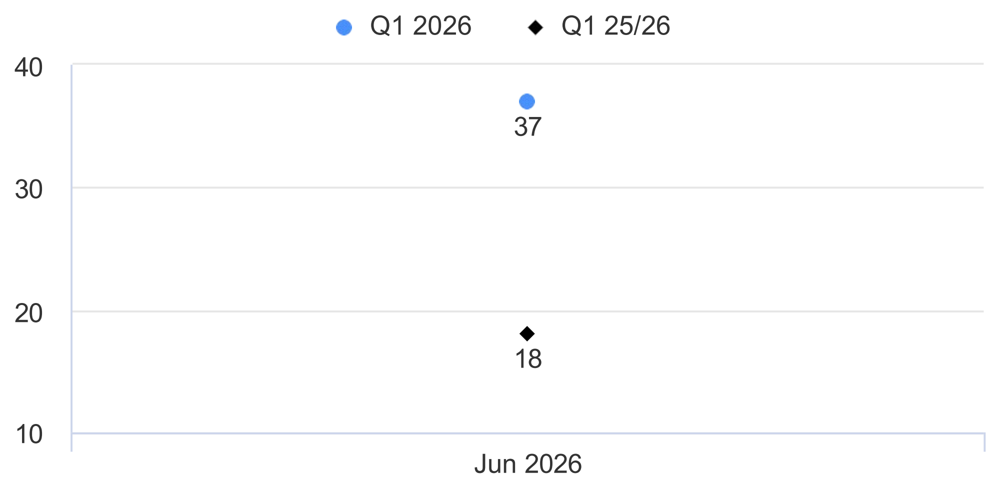


	BP4.2.07 Implement Marmot principles across the district - Deliver 10 community-led projects
Commentary	The food voucher scheme was extended, increasing both the number of referrers and the areas covered, with referral pathways now established across all four Marmot villages. Connections were strengthened with key community settings, including schools and places of worship, helping to build a wider support network. Nutrition-focused activities were delivered through HAF Easter sessions, school nutrition workshops, and Adopt a School sessions, promoting healthy eating and wellbeing within local communities.

Page 228

Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2025-26

	BP5.1.07 Number of upheld complaints
Commentary	92 = Total complaints received 80 = Total completed 37 = Total completed and upheld 43 = Total completed and NOT upheld 12 = Total in progress therefore no outcome recorded



Appendix 7 - ADP 2026/27 - Priority - Long-term economic prosperity

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
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	Build a new community sports facility with outdoor provision at Graven Hill	Cllr L Smith	▪ Kristian Aspinall ▪ Nicola Riley	Q1 - 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
					Q3 - Commence Construction for the new Community Centre, Sports Pitches and Pavilion	»	
					Q4 - Monitor Progress	»	
		Develop and agree the Economic Prosperity Strategy, including the Economic Action Plan, in order to establish a long-term programme of regeneration and strategic actions	Cllr L McLean	▪ Ian Boll ▪ Peter Sharp	Q1 - Start Stakeholder Engagement to support the Visitor Economy & High Streets Strategy as part of wider Economic Prosperity work	★	Stakeholder engagement is on target - a workshop for CDC Members is being scheduled for 14 July.
					Q2 - Commission wider Economic Growth Plan to explore cluster potential and set long-term strategic vision for Cherwell economy	»	
					Q3 - Complete the Visitor Economy & High Streets Strategy including Action Plan	»	
					Q4 - Complete the Economic Growth Plan including Action Plan	»	
	To promote sustainable economic prosperity through innovation, resilience, and strategic growth	Develop and agree capital programme to deliver the partner culture strategy for the District	▪ Cllr L Smith ▪ Cllr R Pattenden	▪ Kristian Aspinall ▪ Nicola Riley	Q1 - Options appraisal report covering design, cost plan and procurement strategy	●	The report will be presented to the Executive team in September, although the options appraisal work was completed within Q1.
					Q2 - Consider funding strategy	»	
					Q3 - Begin detailed planning if activity in Q1 and Q2 positive	»	
		Make best use of council owned assets, including Bodicote House to promote innovation and strategic growth	Cllr R Pattenden	▪ Ian Boll ▪ Mona Walsh	Q1 - Conduct financial appraisal and site surveys for the repurposing of lower bridge street. Complete license of occupation for Banbury Library, alongside completion of feasability and surveys (completed by OCC)	●	Lower Bridge St - report for information considered at EMPB2 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.
					Q2 - Exchange of Contracts for Bodicote House. Conduct design and stakeholder engagement for Lower Bridge Street repurposing. Finalising scheme design and procurement with OCC for Banbury Library	»	
					Q3 - Agreeing all other legal documentation with OCC in relation to Banbury Library	»	
					Q4 - Scope planning application for repurposing of Lower Bridge Street. Work on site for Banbury Library commence	»	
		Work with Oxfordshire Growth Commission to deliver economic development, infrastructure and housing growth	Cllr L McLean	▪ David Peckford ▪ Ian Boll ▪ Peter Sharp	Q1 - Complete technical review of delivery of LPPR sites	★	Stage 1 & 2 of the Kidlington Spatial Study is now complete. Awaiting date to present the reports to BPM. Stage 3 (commissioned directly by Homes England) underway.
					Q2 - Seek further funding support for development of place narratives	»	
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	Continue to support the work of the Marmot Place Partnership for Oxfordshire	Cllr L Smith	▪ Kristian Aspinall ▪ Nicola Riley	Q1 - Consider rural inequalities work outcomes	★	Target villages chosen and first stage of engagement work has been undertaken and report available in July
					Q2 - Share Partnership updates with Members	»	
					Q4 - Seek endorsement for 2027/2028 plan	»	

ADP 2026/27 - Priority - Community Leadership

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
Strengthen community collaboration and resilience	To work closely with communities and partners to foster shared solutions to building safe, resilient, and empowered communities	Identify barriers to accessing council services and agree an improvement plan	Cllr I Middleton	▪ Kristian Aspinall ▪ Nicola Riley	Q1 - Develop Audit for accessing services	★	Audit survey has been designed and sent out to services to respond to. Data is back and currently being reviewed.
					Q2 - Deliver Audit to assess accessibility of services	»	
					Q3 - Review and develop improvement plan from audit	»	
					Q4 - Deliver and review improvement plan	»	
		Improve customer experience and reduce contact volumes by making information easily accessible and enabling effective self-service wherever possible	Cllr L McLean	▪ Ann Slavin ▪ Stephen Hinds	Q1 - Commence delivery of Single Front Door Programme of work	★	The Outline Business Case for the Single Front Door Programme was approved in April 2026. The Full Business Case has since been developed and endorsed by the Transformation and Change Board and Corporate Leadership Team in June 2026. Formal approval is sought from the Executive on 13th July 2026.
					Q2 - Continue delivery in line with programme timeline	»	
					Q3 - Continue delivery in line with programme timeline	»	
					Q4 - Continue delivery in line with programme timeline	»	
		The council will look to automate the application of the Council Tax Reduction Scheme for people that it is made aware of that are in receipt of Universal Credit. This will help to maximise the take up of this vital financial support to some of the most vulnerable members of our society	Cllr D Hingley	▪ Michael Furness ▪ Stephen Hinds	Q1 - Ensure the automation is applied to bills for 2026/27	★	
		To agree a strategic asset management policy that will promote innovation and best use of our resources	Cllr R Pattenden	▪ Ian Boll ▪ Mona Walsh	Q1 - 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.
					Q2 - Commence delivery of the asset management approach, focusing first on the highest-priority assets	»	
					Q3 - Continue delivery of the asset management approach, guided by the established asset-priority information	»	
					Q4 - Continue delivery of the asset management approach, making ongoing use of priority asset information	»	
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	Expand youth programmes to promote better mental health	Cllr L Smith	▪ Kristian Aspinall ▪ Nicola Riley	Q1 - Launch mental wellbeing report and deliver action plan	★	20 schools will be part of a new mental health programme from September
					Q2 - Develop DCMS funded Action Plan for delivery	»	
					Q3 - Evaluate impact and review Mental Wellbeing programme	»	
					Q4 - Evaluate and review DCMS youth programme and impact	»	
		Work to reduce inequality in Banbury's most deprived wards (Grimsbury, Neithrop, Ruscote), with a specific focus on Health Prevention and Stronger Communities themes of Brighter Futures	Cllr L Smith	▪ Kristian Aspinall ▪ Nicola Riley	Q1 - Deliver Community Insight Profile grant programme	★	New grant programmes launched and live in this quarter
					Q2 - Evaluate Community Insight Profile programme against IMD metrics	»	
					Q3 - Evaluate Community Insight profiles 3 year review and impact to show change in inequalities	»	
					Q4 - Develop Brighter Futures Annual Report	»	

ADP 2026/27 - Priority - Environmental stewardship and climate action

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
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	Continue with fleet decarbonisation, utilising electric vehicles where possible	Cllr A Russell	▪ Ed Potter ▪ Kristian Aspinall	Q1 - Review the introduction of HVO	★	Due to problems in Middle East the price of HVO went very high. It was decided to wait until prices came down. The first order of HVO - 20k litres goes in to our Highfield Depot 1st July 26.
					Q2 - Review the vehicle replacement programme	»	
		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.	Cllr I Middleton	▪ Ian Boll ▪ Michael Suddens	Q1 - Initiating the Biodiversity and Climate Resilience Strategy	●	We've initiated work and progressing on developing Biodiversity Action Plan.
		Establish a new programme of asset decarbonisation projects, using Public Sector Decarbonisation Scheme funding	Cllr I Middleton	▪ Ian Boll ▪ Michael Suddens ▪ Mona Walsh	Q1 - Identify and explore available funding opportunities, and develop a schedule of assets that are suitable candidates for decarbonisation	★	Three funding opportunities have been identified and actively promoted through council newsletters to community groups and parish councils, including school-based climate grants, community nature funding, and local nature recovery grants, supporting awareness and uptake ahead of upcoming application windows. The need to develop a schedule of assets suitable for decarbonisation has been identified and agreed with the relevant service area following initial scoping.
					Q2 - Review and assess the shortlisted assets for decarbonisation potential, and agree which schemes should be pursued in future funding rounds	»	
					Q3 - When suitable funding schemes open —and assuming the assets meet the required grant criteria—submit priority assets for decarbonisation funding	»	
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 reuse initiatives	Continue the district-wide rollout of Simpler Recycling and integrate the requirements of the Deposit Return Scheme in preparation for its implementation in 2027/28	Cllr A Russell	▪ Ed Potter ▪ Kristian Aspinall	Q1 - Review the introduction of kerbside glass & the removal of bring bank sites	★	Glass was introduced at Kerbside in January and banks were removed before the end of March.
					Q2 - Review the TEEP assessment for separate paper & cardboard	»	
					Q3 - Consider Capital impact	»	

ADP 2026/27 - Priority - Quality housing and place making

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
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	Adopt & commence implementation of the new Local Plan	Cllr C Brant	▪ David Peckford ▪ Ian Boll	Q1 - Examination of the local plan	▲	The Planning Inspectorate oversees the timetable for the Examination. The Inspectors' letter, following initial hearings in February, has not yet been received.
					Q2 - Examination of local plan	»	
					Q3 - Examination continues	»	
					Q4 - Estimated Plan Adoption	»	
		Commence delivery of the Bicester Market Square	Cllr L McLean	Ian Boll	Q1 - Commence concept validation phase and surveys + updated cost plan	★	The validation phase has commenced, with technical surveys and investigations under way. Work is progressing to confirm the scheme's deliverability, constraints and updated cost plan ahead of the next decision stage.
					Q3 - Complete preliminary design stage	»	
					Q4 - Complete detailed design stage and secure planning permission	»	
				▪ Ian Boll ▪ Peter Sharp	Q2 - Complete validation phase and subject to decision gateway, procure consultants for preliminary design	»	
		Continue with implementation of housing delivery in accordance with housing delivery action plan	Cllr C Brant	▪ David Peckford ▪ Ian Boll ▪ Paul Seckington	Q1 - Continue working with the Atlas/Homes England Team in Bicester to support housing delivery	★	Work is ongoing with ATLAS. A new funding agreement for 26/27 is awaited - expected in mid July
					Q2 - Half year return on housing delivery	»	
					Q4 - Full Year Return on Housing Delivery & Annual Monitoring Report to Executive	»	
		Continue with the programme for the review of Conservation Area Appraisals for the following villages: Hampton Gay, Shipton on Cherwell & Thrupp, Hook Norton and Chesterton	Cllr C Brant	▪ David Peckford ▪ Ian Boll	Q2 - Commence 3 CAAs	»	
					Q4 - Complete 3 CAAs	»	
		Implement 'section 106' process improvements	Cllr C Brant	▪ Denzil Turbervill Ian ▪ Boll ▪ Paul Seckington	Q1 - Finalise the S106 templates	★	Significant progress has taken place, planning officers and legal are reviewing draft documents with plan to implement by Autumn 2026
					Q2 - Create Practice Notes	»	
					Q3 - Implement Improvements	»	
					Q4 - Review	»	
		Implement the National Building Safety Levy	Cllr C Brant	▪ David Peckford ▪ Ian Boll	Q1 - Preparation for implementation	★	The project team is meeting regularly. Software has been procured and is in the process of installation. Corporate project management support is in place.
					Q2 - Preparation & Trial Implementation	»	
					Q3 - Implementation by October 2026	»	
					Q4 - Review and refine process	»	
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	Embed requirements from Renters Rights Bill into service delivery to improve the standards of households on low incomes	Cllr I Middleton	▪ Kristian Aspinall ▪ Nicola Riley ▪ Richard Smith	Q1 - Hold tenant and landlord liaison events and launch communications strategy for new legislation, specifically end of S.21 evictions	★	Tenancy Relations Drop-in service expanded from 1 day per month in Castle Quay to offering an in-person drop-in advice service for landlords and tenants available once every week at different locations across the district Banbury Castle Quay and Sunrise Centre, Bicester Library, Kidlington WISH . Information on updated tenant rights included on video screens at entrance to CQ offices. Regular social media comms sent out in lead-up to Renters' Rights Act implementation. Website updated with RRA information for landlords and tenants. Update on Renters' Rights provided to Registered Providers during forum on 30/04/2026. Private rented sector Landlords Forum delivered 02/04/2026 with over 30 attendees.
					Q2 - Review, update and draft new policies affected by new legislation	»	
					Q3 - Confirm new resource requirements following receipt of grant funding	»	
					Q4 - Complete a fine income benchmarking exercise, to understand potential budget implications in future years	»	
		Oversight of Phase 2 of the Graven Hill development	Cllr D Hingley	Stephen Hinds	Q1 - Commence 39 Dwellings HZ 4 ~ Phase 3a	★	Commenced delivery of 39 dwellings, and already commences the delivery of Q2 27
					Q2 - Commence 27 Dwellings HZ 4 ~ Phase 3a and Target Planning permission Stage 2 Hybrid	»	

Goals	Aims	Actions	Portfolio Holder	Lead/Director	Milestones Q1 - Q4	R.A.G.	Performance
					Q3 - Commence Infrastructure Stage 2 ~ Phase 1, Commence 34 Dwellings Stage 2 ~ Phase 1 and First Deliveries 39 Dwellings HZ 4 ~ Phase 3a	»	
					Q4 - First Deliveries 27 Dwellings HZ 4 ~ Phase 3a	»	

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Appendix 8 – Corporate Risk Register Quarter 1 2026/27

1. Guidance

To ensure consistent and transparent risk evaluation across Cherwell District Council, risks are assessed using a standard weighted matrix that scores likelihood and impact from 1 (very unlikely/negligible) to 5 (very likely/severe). While multiplying these scores provides an overall rating, different combinations can produce the same result, so the rating also considers the context and nature of the risk. This ensures that risks with the same numerical score, such as safeguarding and technical issues, can be prioritised appropriately using both quantitative and qualitative judgement.

1.1 Risk Assessment

1.1.1 Risk Rating – Likelihood

Likelihood	Likelihood descriptors
Very unlikely - 1	EITHER has happened rarely / Never before. OR less than 5% chance of occurring on or prior to proximity date.
Unlikely - 2	EITHER only likely to happen once every 5 or more years. OR 5-20% chance of occurring on or prior to proximity date.
Possible - 3	EITHER only likely to happen at some point within next 2-5 years. OR 20-45% chance of occurring on or prior to proximity date. OR circumstances occasionally encountered once a year.
Likely - 4	EITHER likely to happen at some point within the next 2 years. OR 45-70% chance of occurring on or prior to proximity date. OR circumstances encountered few times a year.
Very likely - 5	EITHER likely to happen at some point within the next 12 months. OR 70-90% chance of occurring on or prior to proximity date. OR Circumstances encountered several times a year.

1.1.2 Risk Rating – Impact

Level	Service Delivery / Performance	Political / Reputation	Health and Safety	Technology / Data Protection	Financial
Negligible -1	Minimal service disruption in non-critical area of service for brief period (hours).	Contained within service area. Complaint from individual / small group / single supplier. No press interest. Minor delay in member objectives	Minimal injury or discomfort to an individual. Failure to report notifiable incident to the HSE.	Isolated individual personal detail compromised / revealed.	Costing < £10k
Minor - 2	Minor effect to an important service area for a short period (days).	Adverse local publicity / local public opinion aware. Lowered perception/standing with local suppliers.	Injury causing loss of working time to an individual. HSE Investigation leads to improvement notice served or threat of prosecution.	Some individual personal details compromised / revealed.	Costing = < £50k
	Commercial Plan Outcomes/ Project / Objective fails to deliver on 1 important aspect. Delayed by up to 3 months.	Complaint or petition from a local group / delay to member objectives. Moderate change to political landscape.		Minor technological failure / security breech to the organisation's ICT assets impacting on the day-to-day delivery of services.	
Moderate - 3	Moderate service disruption of an important service area for a period of up to a week.	Adverse national media interest and/or adverse publicity in professional/municipal press.	Serious injury sustained by one or more individuals. Prohibition Notice served by the HSE that closes a key facility.	Many individual personal details compromised/ revealed	Costing = < £250k
		Adverse local publicity of a major and persistent nature. Lowered perception/standing with national suppliers / professional / local government community.			
	Commercial Plan Outcomes/ Major Project / Objective fails to deliver several key benefits.	Moderate criticism from local government community.		Large technological failure / security breech with a significant impact on the organisation's ICT assets essential for the day-to-day operation of critical services.	
	Delayed by 3 - 6 months.	Significant delay in member objectives. Significant change in political landscape.			

Level	Service Delivery / Performance	Political / Reputation	Health and Safety	Technology / Data Protection	Financial
Significant	Significant service disruption, across several important areas of service for protracted period.	Adverse and persistent national media coverage. Adverse central government response, threat of removal of delegated powers.	Serious permanent disablement of individual or several people.	All personal details compromised/ revealed.	Costing = < £1m
		Public Enquiry. Officer(s) and/or Member(s) forced to resign.	Prosecution under Corporate Manslaughter Act.		
		Council block-listed by suppliers.			
	Commercial Plan Outcomes/ Complete failure of business-critical project / objective. Delayed by over 6 months.	Significant and persistent criticism from central government. Major delay in member objectives. Major change in political landscape.		Significant technological failure / security breech with a detrimental impact on the organisation's ICT assets essential for the day-to-day operation of critical services.	
Severe	Complete service failure across all critical areas of service for protracted period.	Adverse and persistent international media coverage. Adverse central government response, threat of removal of delegated powers. Public Enquiry. Officer(s) and/or Member(s) forced to resign. Council block-listed by suppliers.	Death of an individual or several people. Prosecution under Corporate Manslaughter Act.	All personal details compromised/ revealed and exposed to groups undertaking fraudulent activity.	Costing = £1m & over

1.2 Risk Scoring and management

Colour	Score	Management	Risk Control
Blue	Very Low	Acceptable risk: No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.	Tolerate/Accept or Treat and Control.
Green	Low	Acceptable risk: No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.	Tolerate/Accept or Treat and Control
Yellow	Moderate	A risk at this level may be acceptable; If not acceptable, existing controls should be monitored or adjusted; No further action or additional controls are required.	Tolerate/Accept or Treat and Control
Amber	High	Not normally acceptable Formal action plan required - as failure to complete these actions has a significant impact/consequence on the net scores.	Treat, Tolerate or Transfer.
Red	Very High	Unacceptable. Formal action plan required - as failure to complete these actions has a significant impact/consequence on the net scores	All options can and should be considered.

		IMPACT				
		1 Negligible	**2 Minor**	**3 Moderate**	**4 Significant**	**5 Severe**
LIKELIHOOD	**5 Very Likely**	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very Unlikely	1	2	3	4	5

2. Quarter 1 2026/27 – Risk Scorecard and summary

There was one score change within the register during Quarter 1 2026/27, C07 Emergency Planning increased its score from 6 (Low) to 9 (moderate). One new risk has been added to the Corporate Risk Register C05A Planning Applications for Major Development.

Risk changed- C07 - Emergency Planning (EP)

Risk owner: Kristian Aspinall **/ Risk Manager:** Tim Hughes

Comments from the service: The OCC Joint Resilience Team arrangements will continue into 2026/27. Emergency Plans are scheduled for review and refresh during 2026 and will be updated on a prioritised basis. The approach to resourcing the Duty Director rota for Strategic and Tactical (Gold/Silver) response roles is currently under review. A report has been shared with the Corporate Leadership Team (CLT) highlighting the need for additional resource and recommending that the strategic response rota be staffed solely by Executive Directors and above, ensuring the appropriate level of seniority across response functions. Training requirements for all relevant roles are also being reviewed and updated. Efforts to deliver an in-house exercise during 2026 have been unsuccessful due to competing operational demands on staff time, resulting in an increased risk position as training has been provided but has not yet been validated through exercising. The Incident Management Framework (IMF) has been updated accordingly.

		Impact				
		1 Negligible	**2 Minor**	**3 Moderate**	**4 Significant**	**5 Severe**
Likelihood	**5 Very Likely**			C04	C05A	
	4 Likely			C17	C01	
	3 Possible			C02, C07, C15	C03, C09, C13, C14, C16	C10
	2 Unlikely			C06, C12	C08,C11	
	1 Very Unlikely					

Risk	Scoring	Direction of risk
C05A - Planning Applications for Major Development	**Very High**	↔
C01 - Financial resilience	**High**	↔
C03 - CDC Local Plan	**High**	↔
C04 - Five Year Housing Land Supply	**High**	↔
C10 - Cyber Security	**High**	↔
C14 - Corporate Governance	**High**	↔
C16- Workforce Strategy	**High**	↔
C09 - Health and safety	**High**	↔
C13 - Financial sustainability of third-party suppliers and contractors	**High**	↔
C02 - Statutory functions	**Moderate**	↔
C08 - Safeguarding the Vulnerable – Operational and partnership action	**Moderate**	↔
C11 - Safeguarding the vulnerable- Internal procedures	**Moderate**	↔
C17 - Local Government Reorganisation	**Moderate**	↔
C07 - Emergency Planning	**Moderate**	↑
C15 - Monitoring and management of Major Infrastructure Projects and Programmes	**Moderate**	↔
C06 - Business Continuity	**Low**	↔
C12 - Sustainability of Council owned companies and delivery of planned financial and other objectives	**Low**	↔

3. Full Corporate Risk Register – Risks are presented from higher to lower residual risk score

<table>
<tr><td colspan="9">C05A - Planning Applications for Major Development - Failure to improve the quality and robustness of decisions on major planning applications resulting in not being able to exit the Minister of State for Housing and Planning designation, with the consequent loss of planning fee income, reduced developer confidence, and reduced local control of major developments.</td></tr>
<tr><td>Priority</td><td colspan="8">Quality Housing and Place Making</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="4">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">10/08/2026 – Risk updated across all sections</td></tr>
<tr><td>5</td><td>4</td><td>20</td><td>5</td><td>4</td><td>20 Very High</td></tr>
<tr><td>Current Controls</td><td colspan="8">• Ministerial requirement to prepare an action plan to be agreed with the Minister.
• Receiving and acting upon the advice of the Planning Advisory Service (LGA) which liaises with the Ministry and designated Councils.
• Rigorous monitoring and management of the quality of decision making on planning applications for major development.
• Sustained performance improvement on the quality of decision making on planning applications for major development.
• The completion, for the Planning Inspectorate and within required timescales, of any administrative tasks required of the Council in association with applications made directly to the Inspectorate in at least 80 per cent of cases.
• The avoidance of any unreasonable delay in the progressing and signing any section 106 agreements associated with applications submitted directly to the Planning Inspectorate.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Close and constructive working with the Planning Advisory Service (PAS) including on the preparation of an action plan for performance improvement.
• Progressing on-going and relevant improvement and transformation work to timely and evidenced completion, including full implementation of 2025 PAS recommendations and an internal Strategic Applications Action Plan.
• Live case by case monitoring of decision making on applications for major development.
• Additional engagement with statutory consultees.
• Additional engagement with the Chair of Planning Committee and Portfolio Holder.
• Closer management of case work on major applications including the timely completion of legal agreements.
• Additional engagement with prospective applicants and ensuring that the Council's pre-application and planning performance agreement services are attractive to them.
• Ensuring clear and highly effective responsibilities for responding to the Planning Inspectorate.
• Ensuring a robust case in seeking exit from designation at the earliest appropriate opportunity.
• Oversight of the Executive Director and the Corporate Leadership Team.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">While performance has improved during the current 2024–2026 monitoring period, figures for the Government's last monitoring period (2023–2025) showed that the Council exceeded the nationally prescribed threshold for the percentage of decisions on major developments overturned at appeal for the second consecutive year. 13 of 116 decisions were overturned which at 11.2% exceeds the 10% threshold. This is largely due to the legacy of decisions taken in 2023 & 2024. On 15 June 2026 the Ministry for Housing, Communities and Local Government designated the Council for 'special measures'. This effect of this is that applicants have the choice to submit planning applications for major development to the Planning Inspectorate rather than to the Council. The controls and mitigating actions are essential to improving performance and exiting designation. Work on an Action Plan is on-going supported by the implementation of PAS recommendations from 2025 and on-going engagement with PAS & MHCLG. A PAS workshop with designated authorities on the preparation of Action Plans is scheduled for 14 September. The Action Plan will be presented to Overview & Scrutiny Committee on 13 October and Executive on 2 November. The service is monitoring the risk score closely and expects it to reduce as actions are implemented. The current projection for 2024-26 shows that a return of less than 10% is achievable.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Ian Boll – Executive Director Place & Regeneration / David Peckford – Assistant Director - Planning</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Chris Aramini-Brant</td></tr>
</table>

C01 - Financial resilience - Failure to plan for and/or react to external financial impacts, new policy and changes to service demand resulting in increased costs or reduced income. Poor investment and asset management decisions.							
Priority	All						
	Inherent risk level		Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score		Likelihood	Impact	Score	08/07/2026 - Slight change to description of risk, controls and mitigating actions updated
4	4	16	↔	4	4	**16 High**	
Current Controls	• Medium Term Revenue Plan updated and reported regularly to members. • Planning for balanced medium term and dynamic ability to prioritise resources. • Finance team made up of highly professional, competent, qualified staff. • Good networks established locally, regionally and nationally to ensure officer are aware of developments across the sector which could impact on the council. • Strong shareholder function and relationships with subsidiaries to manage investment risk. • To be prudent, financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise. • National guidance interpreting legislation available and used regularly. • Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams. • Review of best practice guidance from bodies such as CIPFA, LGA, SDCT, DCN and NAO. • Treasury management and capital & Investment strategies in place and updated at least annually. Regular financial and performance monitoring in place. • Independent third-party advisers in place. Regular bulletins and advice received from advisers. Property portfolio income monitored through financial management arrangements on a regular basis. • Asset Management Strategy in place and embedded. • Transformation Programme in place to deliver efficiencies, prioritise resources, link to strategic priorities and increased income in the future.						
Current mitigating actions	• This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions impacting on the MTFS will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget. Budget managers are watching for the potential economic impact of the conflict in the Middle East and reviewing potential mitigations to manage within existing budgets. • The budget for 2026/27 was agreed with savings proposals identified to contribute to addressing reductions in funding. Close monitoring of the delivery of the savings programme will take place throughout 2026/27 with mitigations required if slippage is identified. The budget and transformation process for 2027/28 began in May 2026 and will involve a robust review of current budgets, how those link to activity supporting the corporate priorities, and services level options to allow for prioritisation of resources. Consultation on the treatment of Pooling payments in the second year of the settlement are expected sometime in 2026. Officers will be communicating the council's view that the current application is inappropriate. In the meantime, the council continues to lobby the government, contribute to the District Council Network's response and to work with government as part of the MHCLG Implementation Working Group. • Integration and continued development of Performance, Finance and Risk reporting. • Internal Audits being undertaken for core financial activity and capital as well as service activity and governance. • Introduction and implementation of an Asset Management Strategy. • Capital & Investment Strategy agreed annually. • Posts are filled by appropriately qualified individuals. • Regular involvement and engagement with colleagues across the county and nationally. The potential impact of local government reorganisation (devolution/unitarization) has been noted but as yet the potential financial impact on the council is unknown. Officers will continue to monitor the discussions at local and national levels. The council has submitted its preferred approach to reorganising local government in Oxon/West Berks, and we expect to hear in Q2. Following that work will begin in earnest to plan for the transition which will provide a clearer picture of the future financial situation of the new authority. Funds have been set aside to cover costs associated with the transition. • Regular member training and support. • Regular utilisation of advisors as appropriate. • Summarise and distribute announcements to CLT and members. • Timely and good quality budget management reports, particularly property income and capital. • Work is underway to maximise the impact of the available space in Banbury town centre.						
Additional Comments	None						
Risk Owner & Manager	Michael Furness - Assistant Director – Finance / Joanne Kaye – Head of Finance						
Portfolio Holder	Cllr David Hingley						

<table>
<tr><td colspan="9">C03 - CDC Local Plan - Failure to have an up-to-date Local Plan could result in poor planning decisions such as development in inappropriate locations. It could also make it more difficult to demonstrate an adequate supply of land for housing which could lead to more planning by appeal and decisions that are contrary to the Council's wishes. The Plan requires approval by Council to be submitted for Examination.</td></tr>
<tr><td>Priority</td><td colspan="8">Quality Housing and Place Making</td></tr>
<tr><td colspan="3">Inherent risk level</td><td rowspan="3">Direction of risk
↔</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">08/07/2026 – Additional comments updated</td></tr>
<tr><td>4</td><td>4</td><td>16</td><td>3</td><td>4</td><td>12 High</td></tr>
<tr><td>Current Controls</td><td colspan="8">• The statutory Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review
• Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.
• On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies
• Regular Councillor briefings to ensure all timescale requirements are understood. Ensuring that staff and consultancy resourcing is maintained
• Political consensus - building</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness.
• An updated LDS presented to the Executive when there is a significant change in the circumstances for the Local Plan timetable.
• Programme built into Directorate level objectives (e.g. via Service Plans) and staff appraisals; on-going preparation of the Local Plan is a service priority.
• Project management of the Local Plan process continues.
• Regular Corporate Director, Portfolio Holder and Members Advisory Group briefings
• Continuance of internal Members' Advisory Group meetings.
• Political consensus building through Chief Executive briefings and the Local Plan's Members Advisory Group.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">The submission version of the emerging Local Plan was approved by Council on 21 July 2025. It was submitted to the Secretary of State for Housing, Communities and Local Government for independent Examination on 31 July 2025 at which point the Examination commenced. Initial public hearings took place in February 2026 concentrating on 3 topics - transitional arrangements, Oxford's unmet housing need, and duty to co-operate. The Inspectors' letter is awaited which will determine whether the Council proceeds to the next public hearings. At the time of doing this update, 08 July 2026, the letter had not been received. The Oxford Growth Commission's interim report has been published which presents some risk to the plan making processes of the Oxfordshire Local Planning Authorities. However, the OGC report has not been responded to by Government and the Council's barrister is engaged to support officers in managing the risk presented.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Ian Boll – Executive Director Place & Regeneration / David Peckford – Assistant Director – Planning</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Chris Aramini-Brant</td></tr>
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<table>
<tr><td colspan="9">C04 - Five Year Housing Land Supply - Failure to maintain a five-year housing land supply provides more opportunity for unplanned housing developments to receive planning permission</td></tr>
<tr><td>Priority</td><td colspan="8">Quality Housing and Place Making</td></tr>
<tr><td colspan="3">Inherent risk level</td><td rowspan="3">Direction of risk
↔</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">08/07/2026 – Additional comments updated</td></tr>
<tr><td>5</td><td>3</td><td>15</td><td>5</td><td>3</td><td>15 High</td></tr>
<tr><td>Current Controls</td><td colspan="8">• A new Local Plan provides the opportunity to review the allocation of land for housing.
• Planning decisions are taken in the context of the five-year housing land supply position and are a means by which additional housing can be approved for delivery within a five-year period.
• Housing land supply is reviewed on at least an annual basis.
• An action plan can be prepared to identify measures to help facilitate the delivery of approved housing.
• The rate of housing delivery is ultimately a matter for the developer.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Regular monitoring and review
• Preparation & adoption of a new Local Plan
• Regular Briefings for the Chair of Planning Committee and the Portfolio Holder.
• Member awareness of the implications of not having a five-year land supply
• Preparation of an Action Plan.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">The 2025 Annual Monitoring Report (AMR) was approved by the Council's Executive on 2 December 2025. It was reported that the district has a 3.1-year housing land supply. The Council has an approved Housing Delivery Action Plan. A new Local Plan with proposed additional land supply is presently being Examined. The district also has over 10,000 homes with outline or detailed planning permission.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Ian Boll – Executive Director Place & Regeneration / David Peckford – Assistant Director- Planning</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Chris Aramini-Brant</td></tr>
</table>

<table>
<tr><td colspan="9">C10 - Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council’s systems then there is a risk of: a data breach, or a loss of service.</td></tr>
<tr><td>Priority</td><td colspan="8">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">09/07/2026 – No changes</td></tr>
<tr><td>4</td><td>5</td><td>20</td><td>3</td><td>5</td><td>15 High</td></tr>
<tr><td>Current Controls</td><td colspan="8">
• Intrusion prevention and detection monitoring and regular actions are implemented from the resulting reports
• Additional 3rd party monitoring in place using a SIEM tool and 24/7 monitoring via a SOC
• A zero trust VPN model.
• Schedule of regular security patching
• Vulnerability scanning
• Malware protection and detection
• File and data encryption on computer devices
• Managing access permissions and privileged users’ controls.
• Effective information management and security training and awareness programme for staff
• Password and Multi Factor Authentication security controls in place.
• Robust information and data related incident management procedures in place
• Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services
• Appropriate plans in place to ensure ongoing PSN compliance
• Preventative measures in place to mitigate insider threat, including physical and system security
• Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks
• Mimecast awareness training and comprehensive defence system deployed to improve email security</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">
• All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating worldwide tensions and at critical periods such as the run up to Elections. Members to receive additional Cyber Security guidance.
• Monitoring is in place via the SOC 24/7.
• Cyber Security advice and guidance regularly highlighted to all staff.
• Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Additionally regular Mimecast videos sent to all users for bitesize regular training
• External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.
• Internal Audits complete regular cyber audits.
• Cyber Security lead has specific responsibility for Cyber Security, and we have engaged a specialist partner to advise on industry best practices and standards.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">None</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Stephen Hinds – Executive Director – Resources / David Spilsbury – Head of Digital and Innovation</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Nicola Borkmann</td></tr>
</table>

<table>
<tr><td colspan="8">C14 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.</td></tr>
<tr><td>Priority</td><td colspan="7">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">16/07/2026 – Description updated</td></tr>
<tr><td>4</td><td>4</td><td>16</td><td>3</td><td>4</td><td>12 High</td></tr>
<tr><td>Current Controls</td><td colspan="7">• Clear and robust control framework including constitution, scheme of delegation, ethical walls policy etc.
• Member Scrutiny - OSC function, Council Executive, AARC and Standards Committees
• Clear accountability and resource for corporate governance (including the shareholder role).
• Integrated budget, performance and risk reporting framework.
• Corporate programme office and project management framework. Includes project and programme governance.
• Internal audit programme aligned to leadership risk register.
• Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.
• HR policy framework.
• Annual governance statement process connects more fully and earlier with ELT and CLT.
• Review of the Constitution by the MO with member involvement and approval by the Full Council</td></tr>
<tr><td>Current mitigating actions</td><td colspan="7">• External Audit - external audit issue an opinion on the accounts and the Council's arrangements for securing Value for Money.
• The Council's Annual Governance Statement and Code of Corporate Governance.
• At least annually, a review of effectiveness of governance framework including the system of internal control and AGS is published. The work is informed by the Corporate Governance and Oversight Group.
• CLT & ELT has responsibility of maintenance of the governance environment.
• There are several action plans that have been consolidated across service areas, most notably within Planning.
• These actions have been brought together to provide clearer oversight and coordination, and are currently reported as being actively implemented, with progress monitored to ensure delivery against agreed milestones.</td></tr>
<tr><td>Additional Comments</td><td colspan="7">None</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="7">Stephen Hinds – Executive Director – Resources / Shiraz Sheikh – Assistant Director Law & Governance, Democratic Services and Monitoring Officer</td></tr>
<tr><td>Portfolio Holder</td><td colspan="7">Cllr Chris Aramini-Brant</td></tr>
</table>

<table>
<tr><td colspan="8">C16 - Workforce Strategy - The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.</td></tr>
<tr><td>Priority</td><td colspan="7">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">09/07/2026 – Mitigating actions and additional comments updated</td></tr>
<tr><td>3</td><td>4</td><td>12</td><td>3</td><td>4</td><td>12 High</td></tr>
<tr><td>Current Controls</td><td colspan="7">• Analysis of workforce data and on-going monitoring of issues.
• Key staff in post to address risks (e.g. strategic HR business partners)
• Weekly Vacancy Management process in place
• Ongoing service redesign will set out long term service requirements</td></tr>
<tr><td>Current mitigating actions</td><td colspan="7">• There are indications that specific service areas continue to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.
• Development of a people strategy to include succession planning, and to underpin the organisation strategy.
• Development of relevant workforce plans.
• Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates.
• The new IT system has been implemented to improve our workforce data and continues to be developed to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.</td></tr>
<tr><td>Additional Comments</td><td colspan="7">We continue to collect recruitment data to better identify areas where recruitment is proving challenging so that a review and actions can be carried out at the earliest opportunity. We are also completing a succession planning data gathering exercise with all managers, which will inform of any areas of concern and allow for plans to be put in place.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="7">Stephen Hinds – Executive Director – Resources / Claire Cox – Assistant Director - Human Resources</td></tr>
<tr><td>Portfolio Holder</td><td colspan="7">Cllr Nicola Borkmann</td></tr>
</table>

<table>
<tr><td colspan="9">C09 - Health and safety - Failure to ensure effective arrangements are in place for Health and Safety.</td></tr>
<tr><td>Priority</td><td colspan="8">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">30/06/2026 – Mitigating actions updated</td></tr>
<tr><td>5</td><td>4</td><td>20</td><td>3</td><td>4</td><td>12 High</td></tr>
<tr><td>Current Controls</td><td colspan="8">• Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.
• Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.
• Consultation with employee representatives via employer and union consultative committees (Unison)
• Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.
• H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.
• H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month.
• Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas.
• Relevant and required policies and procedures are regularly reviewed.
• Working with service areas to ensure that suitable risk assessments are in place.
• Working with service areas and providing training to staff where necessary.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">These are ongoing risks which cannot be removed only reduce the likelihood of these happening.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Claire Cox – Assistant Director – Human Resources / Ruth Wooldridge – Health & Safety Manager</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Nicola Borkmann</td></tr>
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<table>
<tr><td colspan="9">C13 - Financial sustainability of third-party suppliers and contractors - The potential for key suppliers, contractors and partners to experience financial instability or business failure could result in service disruption, reduced performance, increased costs and reputational damage to the Council. As a result, the delivery of critical services and achievement of value for money may be adversely affected.</td></tr>
<tr><td>Priority</td><td colspan="8">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">10/07/2026 – Risk description updated</td></tr>
<tr><td>3</td><td>4</td><td>12</td><td>3</td><td>4</td><td>12 High</td></tr>
<tr><td>Current Controls</td><td colspan="8">• Ensure contract management in place review and anticipate problems within key service suppliers and partners
• Business continuity planning arrangements in place in regard to key suppliers.
• Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures.
• Intelligence unit set up procurement Hub to monitor supplier and contractor market.
• Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required.
• Service areas to ensure supplier suitability checks have been carried out prior to award of contract and hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of any issues arising.
• Services areas to keep the key suppliers under regular check including running financial checks.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">Creditsafe is now under contract and has gone live, enabling us to validate suppliers as part of our wider supplier monitoring activities. We are also working with various data sources to analyse contracts that have expired and to ensure Contract Managers are actively managing the relevant contracts. This includes providing sufficient notice before contracts come to an end, allowing adequate time to either re-contract or undertake a procurement exercise and go to market where required</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Shiraz Sheikh – Assistant Director Law & Governance, Democratic Services and Monitoring Officer / Darren Jacobs – Senior Procurement Officer</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Chris Aramini-Brant</td></tr>
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<table>
<tr><td colspan="8">C02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.</td></tr>
<tr><td>Priority</td><td colspan="7">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">13/04/2026 – No changes</td></tr>
<tr><td>3</td><td>4</td><td>12</td><td>3</td><td>3</td><td>9 Moderate</td></tr>
<tr><td>Current Controls</td><td colspan="7">• Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors.
• Clear accountability for responding to consultations with defined process to ensure Member engagement
• National guidance interpreting legislation available and used regularly
• Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.
• Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place
• Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit
• Internal Audit Plan risk based to provide necessary assurances
• Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition, two Directors hold leading national roles
• Senior Members aware and briefed regularly in 1:1s by Directors
• Arrangements in place to source appropriate interim resource if needed
• Ongoing programme of internal communication
• Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.
• Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="7">• Ensure Committee forward plans are reviewed regularly by senior officers.
• Ensure Internal Audit plan focusses on key leadership risks.
• Senior Officers are aware of key policy/legislative changes taking into consideration all of the Council's functions and duties arising as a result.
• Considerable progress has been made to embed a consistent project management approach and agreed methodology across Cherwell Futures and other key transformation projects. This has helped to strengthen planning, oversight and assurance arrangements, ensuring that wider governance considerations—particularly those impacting on statutory functions—are clearly identified, managed and delivered in a timely way. While this work is still at a relatively early stage of implementation, the direction of travel is positive, with improving levels of consistency, clearer accountability and a stronger link between programme delivery and corporate governance requirements.
• Learning and development opportunities identified and promoted by the Chief Executive and Directors. Staff briefings on rules and procedures by Monitoring Officer.
• Review Directorate/Service risk registers.
• Ensure Committee forward plans are reviewed regularly by senior officers.
• Ensure Internal Audit plan focusses on key leadership risks.
• Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.
• Project Management Methodology to be established with appropriate oversight. Programme Office with the appropriate capabilities to monitor deliver projects.
• Review Directorate/Service risk registers.</td></tr>
<tr><td>Additional Comments</td><td colspan="7">None</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="7">Stephen Hinds – Executive Director – Resources / Shiraz Sheikh – Assistant Director Law & Governance, Democratic Services and Monitoring Officer</td></tr>
<tr><td>Portfolio Holder</td><td colspan="7">Cllr Chris Aramini-Brant</td></tr>
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<table>
<tr><td colspan="9">C08 - Safeguarding the Vulnerable – Operational and partnership actions - Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.</td></tr>
<tr><td>Priority</td><td colspan="8">Community Leadership</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">10/07/2026 – Risk controls updated</td></tr>
<tr><td>4</td><td>4</td><td>16</td><td>2</td><td>4</td><td>8 Moderate</td></tr>
<tr><td>Current Controls</td><td colspan="8">• Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary
• Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Continue in linking in with Safer Oxfordshire partnership and contributing towards partnership activity to ensure safeguarding responsibilities are met.
• Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">None</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Kristian Aspinall – Executive Director – Neighbourhood Services / Tim Hughes – Head of Environmental Health</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Nicola Borkmann</td></tr>
</table>

<table>
<tr><td colspan="9">C11 - Safeguarding the vulnerable - Internal procedures - Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.</td></tr>
<tr><td>Priority</td><td colspan="8">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">06/07/2026 – Mitigating actions updated</td></tr>
<tr><td>4</td><td>4</td><td>16</td><td>2</td><td>4</td><td>8 Moderate</td></tr>
<tr><td>Current Controls</td><td colspan="8">• Safeguarding lead in place and clear lines of responsibility established
• Safeguarding Policy and procedures in place
• Information on the intranet on how to escalate a concern
• Mandatory training and awareness raising sessions are now in place for all staff.
• Safer recruitment practices and DBS checks for staff with direct contact
• Data sharing agreement with other partners
• Attendance at Safeguarding Boards
• Annual Section 11 return compiled and submitted as required by legislation.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• Action plan acted upon and shared with Overview and scrutiny committee once a year
• Comprehensive online training available for all staff and members
• Continue to attend safeguarding board subgroups as necessary to maintain high levels of awareness within the system and compliance with latest practice
• Corporate monitoring of all referrals
• Ensure web pages remain up to date
• Monitoring of implementation of corporate policies and procedures to ensure fully embedded
• Regular internal cross departmental meetings to discuss safeguarding practice with safeguarding champions network in place.
• Member training completions shared twice a year
• SAR's and Lessons Learned reports circulated to improve practice and knowledge.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">None</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Kristian Aspinall – Executive Director Neighbourhood Services / Nicola Riley – Assistant Director – Wellbeing and Housing Services</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr Lisa Smith</td></tr>
</table>

<table>
<tr><td colspan="8">C17 - Local Government Reorganisation - Potential impact that the Local Government Reorganisation implementation might have across the council, including services we provide to our residents.</td></tr>
<tr><td>Priority</td><td colspan="7">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">10/07/2026 – Additional comments updated</td></tr>
<tr><td>4</td><td>4</td><td>16</td><td>4</td><td>3</td><td>12 Moderate</td></tr>
<tr><td>Current Controls</td><td colspan="7">• Representation of all political parties is ensured, including through dialogue with PGL
• Legal implications and actions to be identified and executed
• Communication plan to be put in place
• Local/District specific impact to be identified, assessed and managed/escalated
• Active engagement at officer & Council Leader levels with authorities across Oxfordshire & wider as appropriate.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="7">Implement proposals from our Transformation Plan to ensure improved efficiencies and improving our resilience</td></tr>
<tr><td>Additional Comments</td><td colspan="7">Council is working with partners preparing for announcement in July, with a system wide SRO in place and an interim Programme Director in place too. Work streams on disaggregation on both Vertical and Horizontal workstreams in place.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="7">Gordon Stewart – Chief Executive Officer / Stephen Hinds – Executive Director – Resources</td></tr>
<tr><td>Portfolio Holder</td><td colspan="7">Cllr David Hingley</td></tr>
</table>

<table>
<tr><td colspan="8">C07 - Emergency Planning - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder</td></tr>
<tr><td>Priority</td><td colspan="7">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td>Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↑</td><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">10/07/2026 – Additional comments updated</td></tr>
<tr><td>4</td><td>4</td><td>16</td><td>3</td><td>3</td><td>9 Moderate</td></tr>
<tr><td>Current Controls</td><td colspan="7">• Incident Management Framework in place and key contact lists updated monthly.
• Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered.
• Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.
• Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually.
• CEx and Corporate Directors have received Strategic Co-ordinating Group (SCG) Training. Multi agency emergency exercises conducted to ensure readiness.
• Active participation in Local Resilience Forum (LRF) activities
• On-call rota being maintained and updated to reflect recent staffing changes</td></tr>
<tr><td>Current mitigating actions</td><td colspan="7">• Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas</td></tr>
<tr><td>Additional Comments</td><td colspan="7">OCC Joint resilience Team arrangements to be continued into 26/27. EP plans due review and refresh in 2026 - will be reviewed and updated on prioritised basis. Approach to resourcing Duty Director rota for Strategic and Tactical (Gold/Silver) under review. Report shared with CLT identifying that additional resource required and for EDs and above to solely resource strategic response rota, ensuring appropriate seniority in respective response roles. Training being reviewed and updated for all relevant roles. Attempts at in-house exercise for 2026 have been unsuccessful due to exercises conflicting with existing demand on staff time, this presents an increased risk position as training has been given but never validated. IMF has been updated.</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="7">Kristian Aspinall – Executive Director – Neighbourhood Services / Tim Hughes – Head of Environmental Health</td></tr>
<tr><td>Portfolio Holder</td><td colspan="7">Cllr Lesley McLean</td></tr>
</table>

C15 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.							
Priority	Long-Term Economic Prosperity						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	08/07/2026 – Additional comments updated
4	5	20		3	3	**9 Moderate**	
Current Controls	• Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. • Need to institute regular and effective dialogue with developers.						
Current mitigating actions	• Regular infrastructure & project meetings are held between officers at Oxfordshire County and Cherwell District Councils in order to monitor progress. Projects also included within Area Oversight Priority Plans for monitoring at AOGs held quarterly for each area. • Regular and effective dialogue with developers via Area Developer Forums (held quarterly) and Area Oversight Groups (held bi-monthly). • Joint work with ATLAS team from Homes England to understand capacity constraints of infrastructure necessary for housing delivery. This is financed by MHCLG and Homes England.						
Additional Comments	The ATLAS funded work being undertaken around NW Bicester has created a clearer picture of infrastructure needs and trajectory of housing delivery. Joint meetings between developers, OCC and CDC are Cherwell are being held and agreements are being put in place for continued work around constraints. The spatial review in Kidlington has moved on to its next phase of work, commissioned directly by Homes England, exploring strategic visioning and delivery of mitigation to identified constraints.						
Risk Owner & Manager	Ian Boll – Executive Director Place & Regeneration / Peter Sharp – Head of Regeneration and Growth						
Portfolio Holder	Cllr Lesley McLean						

C06 - Business Continuity - Failure to ensure that critical services can be maintained in the event of a short- or long-term incident impacting on the delivery of the Council's operation							
Priority	All						
Inherent risk level			Direction of risk	Residual Risk level			Last reviewed
Likelihood	Impact	Score	↔	Likelihood	Impact	Score	10/07/2026 – Additional comments updated
4	4	16		2	3	**6 Low**	
Current Controls	• Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group. • Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services. • ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss. • Incident management team identified in Business Continuity Framework. • All services undertake annual business impact assessments and updates of business continuity plans. • Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed						
Current mitigating actions	• BCSG meeting routinely and corporate refresh across all areas completed. BC programme is in place and timescales for review/update/test are being followed. • "BC Impact Assessments and BCPs being updated and • reviewed by Emergency Planning Team with supporting document management system having been implemented." • Business Continuity Statement of Intent and Framework reviewed and updated to align with new incident management framework • Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group engagement is being achieved across all service areas. • Plans tested and annual cycle clearly sets out the test/review/improve process and expectations						
Additional Comments	Full corporate-wide exercise took place as planned and draft debrief report produced for 25/26 was used to feed into cycle of review and update in Q3 of 25/26. BIA and BCP updates behind schedule for cycle, working with authors and owners to ensure all up to date prior to exercise scheduled for September. Looking to address process for plan owner approval, with BCSG member feedback, as current arrangement is causing delay.						
Risk Owner & Manager	Kristian Aspinall – Executive Director – Communities / Tim Hughes – Head of Environmental Health						

Portfolio Holder	Cllr Lesley McLean

<table>
<tr><td colspan="9">C12 - Sustainability of Council owned companies and delivery of planned financial and other objectives - Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives</td></tr>
<tr><td>Priority</td><td colspan="8">All</td></tr>
<tr><td colspan="3">Inherent risk level</td><td>Direction of risk</td><td colspan="3">Residual Risk level</td><td colspan="2">Last reviewed</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Score</td><td rowspan="2">↔</td><td>Likelihood</td><td>Impact</td><td>Score</td><td colspan="2" rowspan="2">06/07/2026 – Minor updates across risk</td></tr>
<tr><td>3</td><td>5</td><td>15</td><td>2</td><td>3</td><td>6 Low</td></tr>
<tr><td>Current Controls</td><td colspan="8">• Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken, and initial recommendations have been approved by the Shareholder Committee.
• Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.
• Clear governance arrangements are in place.
• Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team monthly.
• Training in place for those undertaking Director roles relating to the companies.</td></tr>
<tr><td>Current mitigating actions</td><td colspan="8">• A Shareholder Representative was appointed, and regular governance arrangements are in place.
• Resilience and support being developed across business to support and enhance knowledge around council companies.
• Skills and experience being enhanced to deliver and support development, challenge and oversight.
• Work with one company to ensure long term support arrangements are put in place.</td></tr>
<tr><td>Additional Comments</td><td colspan="8">None</td></tr>
<tr><td>Risk Owner & Manager</td><td colspan="8">Gordon Stewart – Chief Executive Officer / Stephen Hinds – Executive Director - Resources</td></tr>
<tr><td>Portfolio Holder</td><td colspan="8">Cllr David Hingley</td></tr>
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By virtue of
Regulation 21(1)(A) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000.

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