

This report is public	
Performance Monitoring Report Quarter 2 2025-2026	
Committee	Overview and Scrutiny
Date of Committee	11 November 2025
Portfolio Holder presenting the report	Councillor Chris Brant - Portfolio Holder Corporate Services
Date Portfolio Holder agreed report	20 October 2025
Report of	Assistant Director of Finance

Purpose of report

To report to the committee the council's performance position at the end of Quarter 2 2025-26.

1. Recommendations

The Overview and Scrutiny resolves:

- 1.1 To consider and note the contents of the council's performance Quarter 2 report.

2. Executive Summary

- 2.1 The Performance report presents how the council has performed against its priorities for 2025-26, which are set out in its Outcomes Framework.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no financial and resource implications arising directly from this report. Michael Furness, Assistant Director – Finance, 23 October 2025
Legal	There are no legal implications arising at this stage. In relation to some of the KPIs which have been missed or not tracked, it is important for the Council to monitor these from a legal perspective to ensure that we are meeting our statutory obligations in relation to these areas. Denzil Turbervill, Head of Legal, 23 October 2025
Risk Management	There are no risk implications arising directly from this report. Celia Prado-Teeling, Performance Team Leader, 06 October 2025

Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		There are no direct equalities and inclusion implications as a consequence of this report. Celia Prado-Teeling, Performance Team Leader, 06 October 2025
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Climate & Environmental Impact				N/A
ICT & Digital Impact				N/A
Data Impact				N/A
Procurement & subsidy				N/A
Council Priorities	This report links to all council's priorities, as it summarises our progress against them during Quarter 2 2025-26			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	N/A			

Supporting Information

3. Background

- 3.1 The council actively and regularly monitors its performance to ensure it can deliver its corporate priorities and respond effectively to emerging issues.

- 3.2 This monitoring takes place at least quarterly for performance, so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 3.3 These updates are consolidated into a single report given the implications and interdependencies between them, and this is the summary for the end of Quarter 2 2025-26.

4. Details

4.1 Performance Summary

- 4.1.1 The council is performing well against its Quarter 2 objectives, which consist of 11 Corporate KPI Measures, seven Directorate KPI Measures and 18 Annual Delivery Plan actions. Reporting as per the table below for this quarter.

Plan	Total number of measures	Red (Behind target)		Amber (Slightly behind target)		Green (Achieved or within tolerance)	
		No	%	No	%	No	%
ADP	18	0	0%	10	44%	8	56%
Corporate KPIs (Targeted)	11	4	36%	2	18%	5	45%
Directorate KPIs (Targeted)	7	0	0%	1	14%	6	86%
Total	36	4	11%	13	36%	19	53%

4.2 Monitoring measures

- 4.2.1 The council monitors 11 key measures to help identify emerging trends that may require early intervention—either by us or in collaboration with our partners. These measures are not target-driven, as they are influenced by external factors beyond our control. Responsibility for monitoring lies with the Performance Team and the relevant Director, with reporting triggered only when a significant trend change is observed.
- 4.2.2 For Quarter 2, one monitoring measure is showing an upward trend, the number of upheld complaints has increased by 12 compared to the previous quarter, and by 13 compared to the same period last year, which could mean a seasonal trend. An in-depth analysis is currently underway to explore the root causes of this increase and to identify potential solutions to address any underlying issues.

4.3 Performance Exceptions

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

Annual Delivery Plan – Exceptions

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

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

Corporate Key Performance Indicators – Exceptions

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

4.3.3 Please find below further details for the KPIs reporting Red:

- **% of Homelessness cases successfully prevented rather than relief/main duty being applied** - Reporting 50% against a target of 60% in Quarter 2.

Comments from the service: At the end of Q2 we had successfully prevented homelessness in 36 cases of which 9 received a final offer of accommodation via the private rented sector. Prevention of homelessness is becoming more difficult due to lack of affordable accommodation in the private rented sector. The team are also experiencing more people presenting in crisis and with complex needs that often need addressing before a suitable offer of accommodation can be made.

- **% of Major Applications overturned at appeal (within decision period)-**

Reporting 22.2% against a target of 10% in Quarter 2.

Comments from the service: In Q1 and Q2, three appeals were allowed—Quarry Close, Bloxham, and two solar farms—making up 22% of appeals for that period. However, these relate to older cases and do not reflect the government's formal quality measure. The government assesses planning quality over two-year periods. For April 2023 to March 2025, 112 major decisions were made, with 12 appeals allowed (10.71%) and one pending, which could raise the rate to 11.61%. For April 2024 to March 2026, the current rate is 5.19% from 77 decisions and 4 appeals allowed, potentially rising to 6.59% with one pending. This shows improvement from the previous cycle's 12.8%.

Looking ahead to April 2025 to March 2027, there have been 21 decisions with no appeals allowed or pending, indicating a 0% overturn rate. Since April 2025, only one committee overturn has occurred, and no new major appeals have been submitted. The planning team is now working with the Performance and Insight Team to develop KPIs that better align with government reporting standards.

- **% of Major Applications overturned at appeal - Financial Year –** Reporting 17.7% against a target of 10% for Quarter 2.

Comments from the service: Three Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during Q1 & 2 2025/26. A total of 17 Major Planning Applications were determined within the period.

- **Net Additional Housing Completions to meet Cherwell needs** Reporting 360 against a target of 791 at the mid-point of the year (metric is reported twice per year, in Q2 and Q4)

Comments from Service: The reported figure is preliminary, with the count still ongoing and subject to change following final audits. Nonetheless, completions are expected to remain below target—a trend reflected nationally. According to the Ministry of Housing, Communities and Local Government's September 2025 report, completions in Q1 fell by 2% from the previous quarter and by 19% compared to the same period last year.

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

Directorate Key Performance Indicators – Exceptions

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

For full details on all ADP milestones and Corporate KPIS, Directorate and Monitoring KPIS exceptions, including commentary, please reference Appendices 1 and 2.

4.4 Performance Highlights

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

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

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 position up to the end of Quarter 2 2025-26, therefore there are no alternative options to consider.

6 Conclusion and Reasons for Recommendations

- 6.1 To note the contents of the report and approve the recommendations found in section 1.

Decision Information

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

Document Information

Appendices	
Appendix 1	Business Plan KPIs Q2 2025-26
Appendix 2	Annual Delivery Plan Actions Q2 2025-26
Background Papers	N/A
Reference Papers	N/A
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Corporate Director Approval (unless Corporate Director or Statutory Officer report)	Michael Furness, Assistant Director – Finance, on behalf of Stephen Hinds, Executive Director- Resources, 23 October 2025