

This report is public	
Finance, Performance & Risk Monitoring Report Quarter 3 2025-2026	
Committee	Executive
Date of Committee	3 February 2026
Portfolio Holder presenting the report	Portfolio Holder for Finance, Property and Regeneration, Councillor Lesley McLean, and Portfolio Holder for Corporate Services, Councillor Chris Brant
Date Portfolio Holder agreed report	14 January 2026
Report of	Assistant Director of Finance (Section 151 Officer), Michael Furness and Interim Head of Chief Executive's Office, Heidi Radcliffe Hall

Purpose of report

To report to Executive the council's forecast year-end financial, performance and risk position as of the end of Quarter 3 2025, further detail can be found in the report and its appendices.

1. Recommendations

The Executive resolves:

- 1.1 To consider and note the contents of the council's finance, performance, and risk management report as at Quarter 3.
- 1.2 To note the approval of £0.010m from Policy Contingency for the Climate Change Action Plan for 2025/26, approved within S151 delegations.
- 1.3 To approve the reprofiling of projects in the capital programme as per Appendix 1.
- 1.4 To note the budgets approved under S151 delegations within in the capital programme held within Table 7 of the report.

2. Executive Summary

- 2.1 This report is split into three sections:
 - Finance
 - Performance
 - Risk
- 2.2 The Performance section sets out how the council has performed against its priorities for 2025-26, which are set out in its Outcomes Framework.
- 2.3 The Risk section highlights the current risks within the council's Leadership Risk Register, reflecting the final position for Quarter 3 2025-26.

Cherwell District Council

- 2.4 This report sets out the forecast year-end position for 2025/26, projecting a balanced position to the financial year end. This is a decrease of £0.609m compared to the year-end forecast at Period 9.
- 2.5 The capital forecast year-end position will be reported on a Quarterly basis with the Fourth report being year ended 31 March 2025.

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, 14 January 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. The report sets out as at December 2025 finance, performance, and risk position for the Council as part of its fiduciary duty to implement budgetary controls and overall monitoring. Denzil Turbervill, Head of Legal, 14 January 2026			
Risk Management	There are no risk implications arising directly from this report. The report includes the latest update of the Leadership Risk Register in Appendix 7. Celia Prado-Teeling, Performance Team Leader, 7 January 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, 7 January 2026
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		N/A

B Will the proposed decision has an impact upon the lives of people with protected characteristics, including employees and service users?		X		N/A
Climate & Environmental Impact		X		N/A
ICT & Digital Impact		X		N/A
Data Impact		X		N/A
Procurement & subsidy		X		N/A
Council Priorities	This report links to all council's priorities, as it summarises our progress against them during 2025/26.			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	N/A			

Supporting Information

3. Background

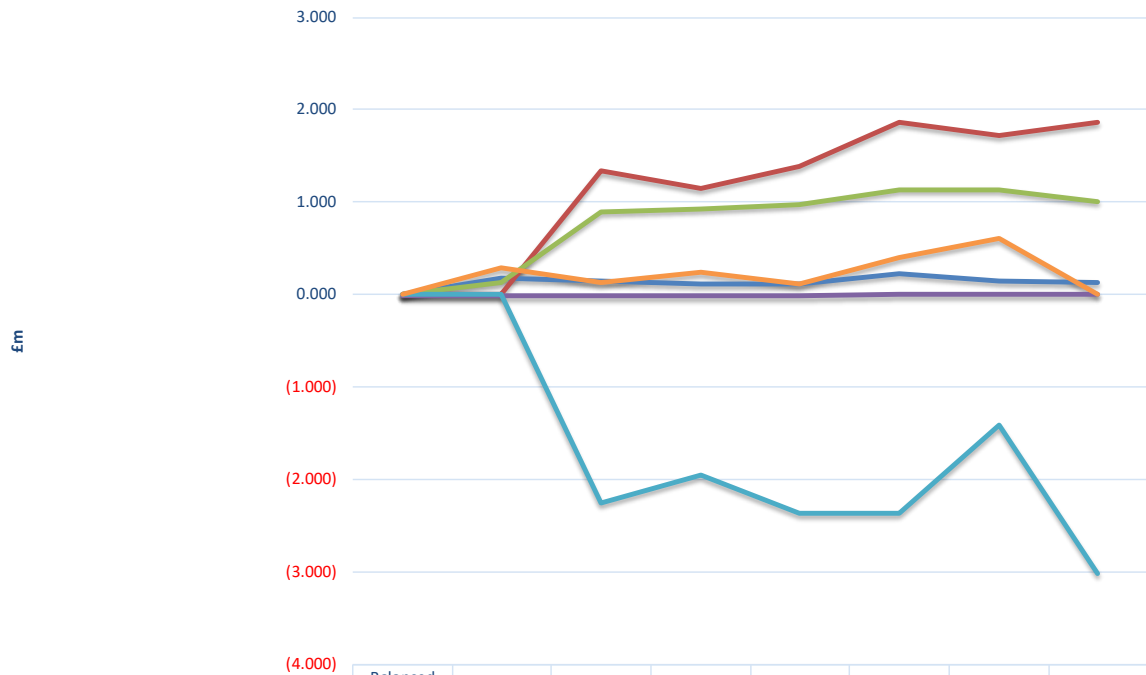
- 3.1 The council actively and regularly monitors its financial position to ensure it can deliver its corporate priorities and respond effectively to emerging issues.
- 3.2 This monitoring takes place monthly for finance, so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 3.3 These updates are consolidated 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 Quarter 3 2025-26.

4. Details

4.1 Finance Update

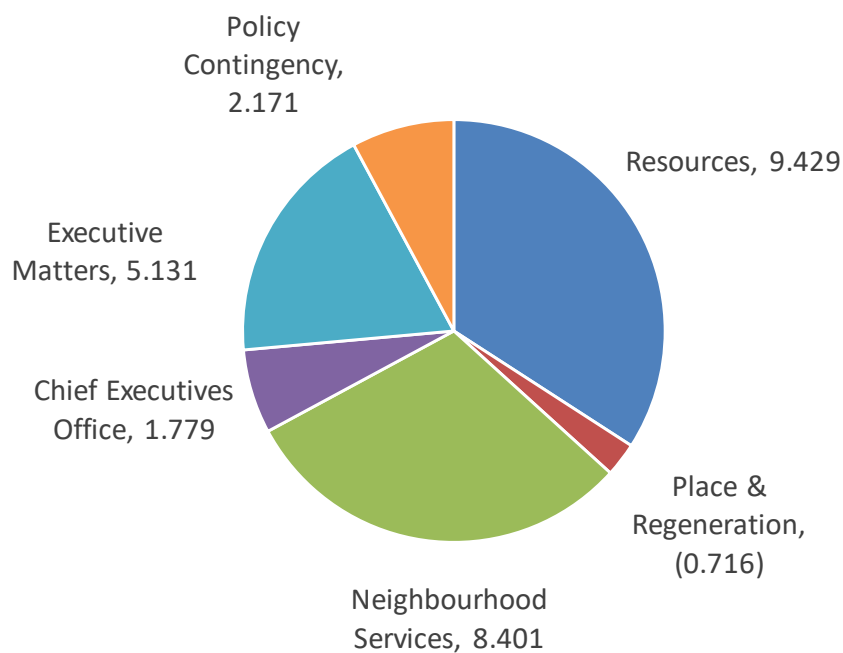
- 4.1.1 The Finance section presents the forecast year-end revenue position for the 2025/26 financial year and in a summary, dashboard as detailed below:

Monthly Forecast Variance By Directorate



Current Budget By Service Area

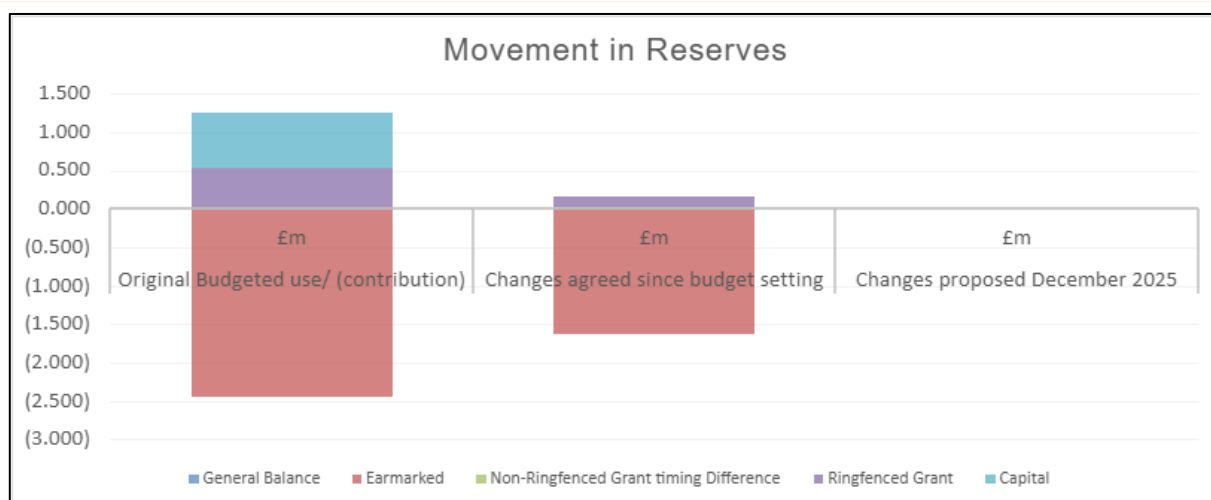
Total Net Budget £26.195m





Directorate Analysis

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	9.429	-0.716	9.801	1.779	4.306	2.428	27.027
<i>Budget Adjustments approved:</i>							0.000
Move of the EPR Budget to Env Servs			-1.400		1.400		0.000
Remove CLT to Services					-0.575		-0.575
Budget to support The Hill Works						-0.040	-0.040
Docusign Legal System						-0.010	-0.010
Devolution						-0.010	-0.010
Glass Recycling						-0.107	-0.107
Arts Feasibility						-0.050	-0.050
Carbon Budgeting						-0.005	-0.005
Research & Stakeholder Engagement for Mental Health provision for Young People						-0.003	-0.003
To cover redundancy costs within Biodiversity		0.032				-0.032	0.000
Current Budget	9.429	-0.716	8.401	1.779	5.131	2.171	26.227
Wellbeing & Housing - Top slice of grants, IT license costs and temporary accommodation costs			0.446				0.446
Environmental - gate fees, agency			0.931				0.931
Property - shortfall in projected income		1.843				-1.100	0.743
Property - Car Park Overspend		0.132					0.132
Release from Policy Contingency						-0.574	-0.574
Environmental Services - Additional EPR funding			-0.309				-0.309
Treasury					-0.850		-0.850
Dividend					-0.500		-0.500
Transformation - over recovery of land charges income and vacancies	-0.072						-0.072
Contact Centre - minor underspend	-0.014						-0.014
Planning - Various		0.008					0.008
Development Management - Over Recovery of Income		-0.170					-0.170
Regulatory Services underspend - staffing changes & less Contribution to CCTV than anticipated			-0.058				-0.058
Regeneration & Economy - primarily due to staffing costs where a full-time post is only partially funded (50%) through the service budget.		0.052					0.052
IT - Minor overspends across the service	0.015						0.015
HR & OD - Overtime policy changes non- deliver	0.041						0.041
HR & OD - Legal employment advice, Recruitment Costs & Minor Overspends	0.046						0.046
Chief Executives - Minor Overspends across the Directorate				0.011			0.011
Finance - increased expenditure on temporary accommodation & supported accommodation claims	0.191						0.191
Finance - Additional New Burdens Grant Income	-0.069						-0.069
Current (Under)/Overspends	0.138	1.865	1.010	0.011	-1.350	-1.674	0.000



- 4.1.2 The council's overall forecast year-end position for 2025/26 is on budget. The forecast currently shows an overspend across Directorates with potential mitigations that are currently being investigated.

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 table shows the December 2025 year-end forecast compared to the current budget across various services.

At December 2025, the directorates are forecasting a £3.024m overspend (16.0%) against a £18.893m budget—an improvement of £0.609m from November's £3.020m overspend.

The largest pressures sit in Property (£1.975m), Environmental Services (£0.622m) and Wellbeing & Housing (£0.446m), with smaller overspends across Finance, HR & OD, and others; these are partly offset by underspends in across the Directorates. Crucially, corporate underspends in Executive Matters (£1.350m) and Policy Contingency (£1.674m) fully offset the directorate overspends, leaving the overall position balanced which is an improvement from November's £0.609m overspend.

Table 1: Forecast Year End Position

Service	Current Budget £m	December 2025 Forecast to Year End £m	December Variance (Under) / Over £m	% Variance to current budget %	November Variance (Under) / Over £m	Change since Previous (better) / worse £m	
Legal, Democratic, Elections & Procurement	2.528	2.528	0.000	0.0%	0.000	0.000	
Finance	2.911	3.033	0.122	4.2%	0.128	(0.006)	
HR & OD	0.852	0.939	0.087	10.2%	0.084	0.003	
Contact Centre	1.340	1.326	(0.014)	1.0%	(0.008)	(0.006)	
Digital IT	1.575	1.590	0.015	1.0%	0.015	0.000	
Transformation	0.223	0.151	(0.072)	-32.3%	(0.066)	(0.006)	
Resources	9.429	9.567	0.138	1.46%	0.153	(0.015)	
Planning	1.796	1.804	0.008	0.4%	0.021	(0.013)	
Development Management	0.344	0.174	(0.170)	-49.4%	(0.198)	0.028	
Property	(3.681)	(1.706)	1.975	-53.7%	1.843	0.132	
Regeneration & Economy	0.609	0.661	0.052	8.5%	0.052	0.000	
Biodiversity & Climate Resilience	0.216	0.216	0.000	0.0%	0.010	(0.010)	
Place & Regeneration	(0.716)	1.149	1.865	-260.5%	1.728	0.137	
Environmental Services	5.133	5.755	0.622	12.1%	0.617	0.005	
Regulatory Services & Community Safety	1.232	1.174	(0.058)	-4.7%	(0.058)	0.000	
Wellbeing & Housing	2.036	2.482	0.446	21.9%	0.575	(0.129)	
Neighbourhood Services	8.401	9.411	1.010	12.0%	1.134	(0.124)	

Communications & Marketing	0.350	0.344	(0.006)	-1.7%	(0.004)	(0.002)	
Performance	0.437	0.429	(0.008)	-1.8%	0.003	(0.011)	
Executive Support Team	0.992	1.017	0.025	2.5%	0.006	0.019	
Chief Executives Office	1.779	1.790	0.011	0.6%	0.005	0.006	
Subtotal for Directorates	18.893	21.917	3.024	16.0%	3.020	0.004	
Executive Matters	5.131	3.781	(1.350)	-26.3%	(1.311)	(0.039)	
Policy Contingency	2.171	0.497	(1.674)	-77.1%	(1.100)	(0.574)	
Total	26.195	26.195	0.000	0.0%	0.609	(0.609)	
FUNDING	(26.195)	(26.195)	0.000	0.0%	0.000	0.000	
Forecast (Surplus)/Deficit	0.000	0.000	0.000		0.609	(0.609)	

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

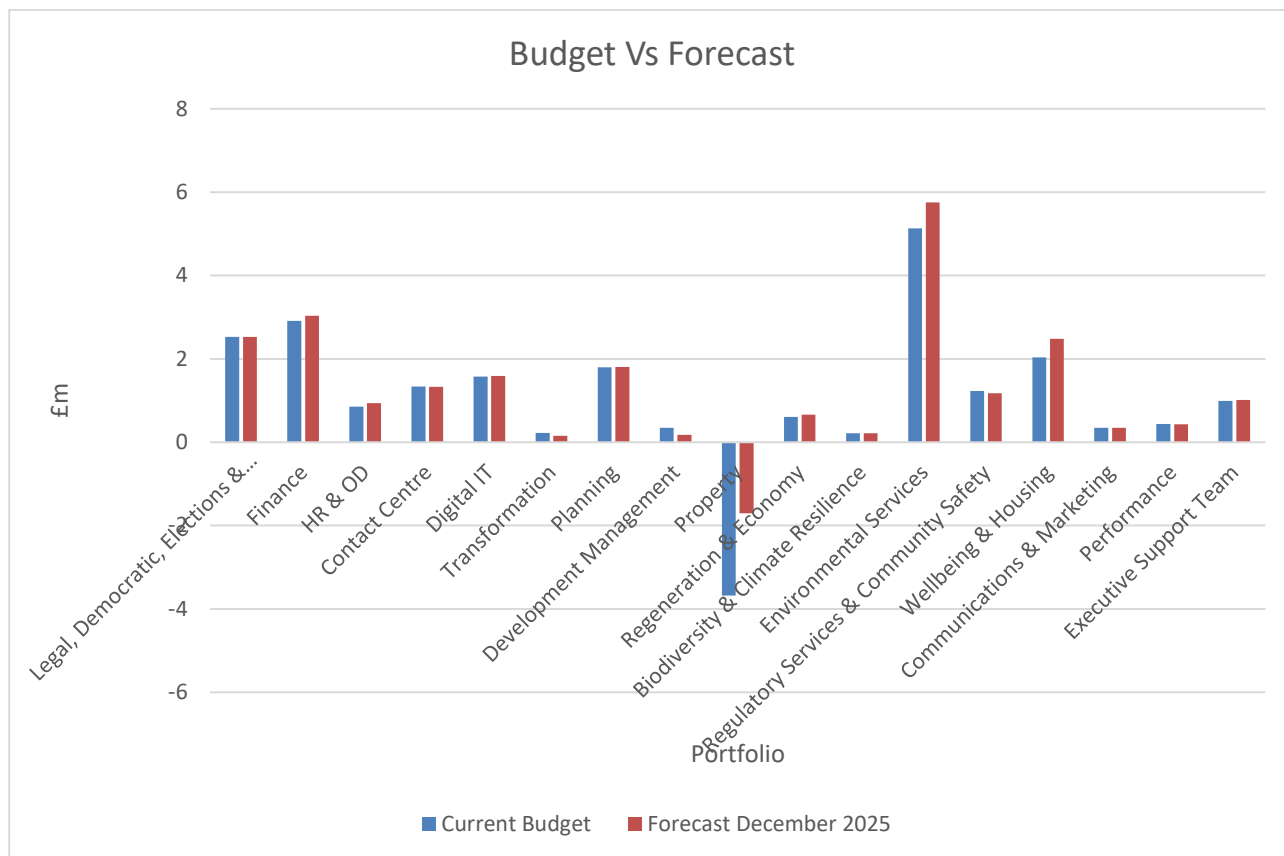
Green represents an underspend, and red represents a overspend for the outturn position.

Table 2: Analysis of Variance – December 2025

Breakdown of current month forecast	December 2025 Forecast to Year End £m	Base Budget Over/ (Under) £m	Savings Non- Delivery £m
Resources	9.567	9.491	0.076
Place & Regeneration	1.149	1.091	0.058
Neighbourhood Services	9.411	9.030	0.381
Chief Executives Office	1.790	1.780	0.010
Subtotal Directorates	21.917	21.392	0.525
Executive Matters	3.781	3.781	0.000
Policy Contingency	0.497	0.497	0.000
Total	26.195	25.670	0.525
FUNDING	(26.195)	(26.195)	0.000
(Surplus)/Deficit	0.000	(0.525)	0.525

4.1.4 The graph below shows the Budget compared with the forecast to the end of the financial year.

Graph 1: Budget compared with Forecast



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

Table 3: Top Major Variances:

Service	Current Budget	Variance	% Variance
Property	(3.681)	1.975	-53.7%
Environmental	5.133	0.622	12.1%
Wellbeing & Housing	2.036	0.446	21.9%
Total	3.488	3.043	

Reserves

4.1.6 Allocations to and from reserves are made according to the Reserves Policy. Table 4 below summarises the movements, there are no reserve requests as of 31 December 2025.

Table 4: Reserves forecast:

Reserves	Balance 1 April 2025 £m	Original Budgeted use/ (contribution) £m	Changes agreed since budget setting £m	Changes proposed December 2025 £m	Balance 31 March 2026 £m
General Balance	(8.021)	0.000	0.000	0.000	(8.021)
Earmarked	(31.264)	(2.444)	(1.637)	0.000	(35.345)
Non-Ringfenced Grant timing Difference	(0.033)	0.000	0.033	0.000	0.000
Ringfenced Grant	(1.918)	0.523	0.129	0.000	(1.266)
Subtotal Revenue	(41.236)	(1.921)	(1.475)	0.000	(44.632)
Capital	(5.321)	0.720	0.000	0.000	(4.601)
Total	(46.557)	(1.201)	(1.475)	0.000	(49.233)

*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).

Table 5: Capital Project Forecast Outturn

Directorate	Project Total Budget £m	Total Forecast Project Spend £m	Variance to Budget £m	
Place & Regeneration	22.308	22.451	0.143	
Resources	0.163	0.161	(0.002)	
Neighbourhood Services	26.347	25.961	(0.386)	
Total	48.818	48.573	(0.245)	

For further detail on individual schemes please see Appendix 1.

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

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

Table 6: How the Capital Programme is financed

Financing	Prior Years' Spend £m	Profiled Spend 2025/26 £m	Profiled Spend Future Years £m	Projected Total £m
Borrowing	10.010	2.396	7.256	19.662
Capital Grants	4.681	4.305	11.508	20.494
Capital Receipts	5.213	-	1.800	7.013
S106 Receipts	0.213	0.840	0.351	1.404
Grand Total	20.117	7.541	20.915	48.573

Table 7: Capital budgets approved under S151 delegations between October 2025 and December 2025

S151 Officer Approved Grant Funded Budgets - Q3	2025/26 £m	2026/27 £m
Disabled Facilities Grants	0.186	
Burnehyll - Bicester Country Park	0.025	
UKSPF Rural Fund	0.147	
S106 - Banbury Cricket Club Pavilion Project	0.011	
S106 - Yarnton Village Hall Project		0.023
S106 - Bloxham Bowls Club Roofing Contribution	0.014	
S106 – Fritwell Playing Fields Equipment Contribution	0.067	
Grand Total	0.450	0.023

4.3 Performance Summary

- 4.3.1 The council is performing well against its Quarter 3 objectives, which consist of 12 Corporate KPI Measures, seven Directorate KPI Measures and 15 Annual Delivery Plan (ADP) actions. Reporting as per the table below for this quarter.

Plan	Total number of measures	Red		Amber		Green	
		(Behind target)		(Slightly behind target)		(Achieved or within tolerance)	
		No	%	No	%	No	%
ADP	15	2	13%	8	53%	5	33%
Corporate KPIs (Targeted)	12	1	8%	3	25%	8	67%
Directorate KPIs (Targeted)	7	1	14%	1	14%	5	71%
Total	34	4	12%	12	35%	18	53%

4.4 Monitoring measures

- 4.4.1 The council monitors nine key measures to help identify concerning 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.

4.5 Performance Exceptions

- 4.5.1 Of the 15 Annual Delivery Plan milestones set for Quarter 3, five were achieved, eight reported slightly behind target and two behind target.

Annual Delivery Plan – Exceptions

Action	Milestone	Status
Ongoing engagement with businesses to support their investment plans. Working together with OCC to plan infrastructure for strategic growth	Commission a report on the Future of Cherwell's high streets. Develop and agree an action plan to reflect the findings of Experience Oxfordshire's Economic report on Cherwell	Amber
Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Complete options appraisal for Castle Quay Bridge Street area site and agree next steps in collaboration with Banbury AOG. Agree assets for disposal and delivery plan.	Amber
Support the Marmot Place Partnership for Oxfordshire.	Consult on the Deprivation Remediation Programme for 2026	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 community-based solution. Review and re-launch the LSP accordingly.	Amber
Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Implement HVO fuel plan	Amber
Monitor and manage housing land supply	Implement Housing Delivery 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	Implement improvements	Amber
Continue with progress for the provision of a modern and for purpose depot facilities to support activity to minimise waste	Approval of outline business case. Submission of Planning Application.	Red
Reducing the percentage of 'major' planning application decisions overturned at appeal	Implement Major Applications Action Plan	Red

Please find below further details for the Milestones reporting Red:

- Approval of outline business case. Submission of Planning Application.**
Comments from the service: Development plans are held currently. A revised business case will be developed in collaboration with the Waste and Environmental Services Partnership (WESP) to reflect the depot needs in the north of the county.
- Implement Major Applications Action Plan.**
Comments from the service: The availability of resource has delayed implementation of the action plan for managing strategic applications. Additional temporary staff are now to be recruited, and it is anticipated that project management support will be available in the new year.

4.5.2 Of the 12 targeted corporate key performance indicators, eight achieved their Q3 target or reported within the agreed tolerance, three reported slightly behind target and one did not achieve their target.

Corporate Key Performance Indicators – Exceptions

Measure	Status
BP1.2.02 No. of Homeless Households living in nightly charged (Hotel) Temporary accommodation (TA)	Amber
BP2.2.01 % Waste Recycled & Composted	Amber
BP2.2.03 % of Climate Action Plan delivering to target	Amber
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	Red

Please find below further details for the KPI reporting Red:

- % 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 11.6% against a target of 10% in Quarter 3.
Comments from the service: 112 Major Planning Applications were determined in the period Apr 23 to Mar 25, of which 13 decisions were overturned by the Planning Inspectorate at Appeal. The appeal performance was a legacy from planning decisions made in Jul-Sep 2023 where 5 appeals were allowed from the 18 decisions made in the quarter (28%), and Jul-Sep 2024 where 4 appeals were allowed out of 14 decisions made in that period (28%). A number of which were committee overturns and there was a change in our 5YHLS position. Following this we have undertaken a Planning Advisory Service review and undertaking training with planning committee members. As a result of which there has been a significant reduction in planning appeals on major applications, as can be shown in the data for the next two accounting periods, where the legacy decisions are reduced (Apr24-Mar 26) or no longer counted (Apr 25- Mar 27).

4.5.3 Of seven targeted directorate key performance indicators, five achieved their targets for the quarter or reported within agreed tolerances, one reported slightly behind target, and one did not achieve their 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
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Amber
BP1.2.14 % of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)	Red

Please find below further details for the KPI reporting Red:

- % of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)** - Reporting 79.7% against a target of 95% in Quarter 3.

Comments from the service: While reviewing the data, we identified a brief technical issue in our Planning system that may have affected some figures. This has since been resolved, and the system is operating normally. Throughout the quarter, we maintained consistent communication with all clients, ensuring there were no cases where a Full Plans approval was issued by default due to delayed responses. We did note a minor trend where extensions of time were granted but not consistently reflected in the Planning system. This is being addressed as part of our quality assurance process, and the team will be reminded at upcoming meetings. The year-to-date achievement is 193 out of 210 including Q3.

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

4.6 Performance Highlights

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

- **% of Homelessness cases successfully prevented rather than relief/main duty being applied:** The numbers we are reporting this quarter are more positive due to a review of the cases captured for this measure. At the end of Q3 we had successfully prevented homelessness in 46 cases of which 15 received a final offer of accommodation via the private rented sector. A particular highlight for the team this quarter has been the number of successful outcomes to the private rented sector which is difficult for household of limited means to due market conditions.
- **Residents who have taken part in programmes contributing to reducing Health inequalities:** Since October, the You Move programme has had 112 families sign up with 402 participants, contributing to a total of 1,292 families and 4,583 participants engaged overall. You Move continued to demonstrate strong outcomes, with 52% of adult participants and 48% of children increasing their activity levels - children by an average of 153 minutes per week. Additionally, 60% of families reported improved mental wellbeing, and the programme has achieved a social value return on investment of £3.50 for every £1 spent. Recent quote "The first thing to say is thank you because the passes have allowed us to do things that we wouldn't have been able to do otherwise. (We are a family of seven, and life is expensive!) We go swimming to Bicester leisure centre as a family; it has been fantastic to improve the kids' confidence and safety in water. We have also been to Blenheim Palace and Climbing which we could not have afforded otherwise". Youth Activators have delivered sessions in 28 schools and 12 community settings, reaching 1,446 young people. Also, a recent Mental Health research report has been developed in partnership with Mind which initiated due to the mental health programme delivered and will see 15 schools in Cherwell pilot mental health provision and training. Meanwhile, the Move Together programme for residents with long-term health conditions welcomed 154 new participants during this period, with 58% increasing their activity levels and 72% reporting improved mental health. Evaluation data shows a 43% reduction in GP appointments, equating to a saving of 4 GP visits per participant annually and a £418,000 social return on investment. Recent quotes from Move Together "Thank you Alison and team for restarting my life again after losing my husband" "Thank you for being a constant support while my hip got better. I am pleased to say I manage most things again now and know that the encouragement you all gave me was priceless."

- **Number of affordable homes delivered:** A total of 154 affordable homes has been delivered and increased by 107 to the previous quarter and by 116 compared to the same period last year. Several larger phases of affordable housing have been delivered this quarter on sites around Banbury where additional affordable housing (in addition to s.106 requirements) is being delivered, as well as in Upper Heyford.

4.7 Risk Monitoring

- 4.7.1 The council maintains a Leadership Risk Register, which contains strategic risks that could be significant in size and duration and could potentially impact on the reputation and performance of the council, and in particular, on its ability to deliver on its corporate priorities. The Leadership Risk Register is reviewed quarterly by the Corporate Leadership Team; however, this is a live document that gets updated as and when required.
- 4.7.2 Please note risks deemed as high (L01, L05) and medium (L03, L04, L09, L10, L13, L14, L16 and L17) present higher scores, mostly due to the magnitude of the impact these events could have for the organisation, mitigating actions are in place across them all to reduce the potential severity of the impact, and controls are established to prevent the probability of the risk event happening.
- 4.7.3 There was one score change within the Leadership Risk Register during Quarter 3, L05 - Planning Applications for Major Development increased its score from 12 (medium) to 20 (high). Transformation and improvement of work remain ongoing. Following a review by the Planning Advisory Service (PAS) on 29 May 2025 of the Council's decision-making processes for major developments, recommendations are currently under consideration and will be presented to the Council's Executive in the new year. While performance improved during the 2024–2026 monitoring period, provisional figures for 2023–2025 indicate that the nationally prescribed 10% threshold is likely to be exceeded. This has contributed to the risk score decreasing in Q2 but rising again in Q3. This is largely due to the legacy of decisions taken in 2023 and 2024, and the percentage of appeal overturns for major developments fell significantly in 2025.
- 4.7.4 The overall position at the time of running this report (07/01/2026) of all Leadership risks is as follows:

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

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

5. Alternative Options and Reasons for Rejection

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

Option 1: This report summarises the council's forecast financial position up to the end of End of Year 2026, and a snapshot of our Performance and Risk position for Quarter 3 2025-26, therefore there are no alternative options to consider.

6. Conclusion and Reasons for Recommendations

- 6.1 The report updates the Committee on the projected year-end financial position of the council for 2025/26, Quarter 3 performance position and updated Leadership Risk Register. Regular reporting is key to good governance and demonstrates that the council is actively managing its financial resources sustainably.

Decision Information

Key Decision	Yes
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 December 2025
Appendix 2	Detailed Narrative on Forecast December 2025
Appendix 3	Virements December 2025
Appendix 4	Funding December 2025
Appendix 5	Business Plan KPIs 2025-26 Q3
Appendix 6	Annual Delivery Action Plan 2025-26 Q3
Appendix 7	Leadership Risk Register 2025-26 Q3
Background Papers	None
Reference Papers	None
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