

This report is public	
Finance, Performance and Risk Monitoring End of Year Report 2025/26	
Committee	Executive
Date of Committee	16 June 2026
Portfolio Holder presenting the report	Portfolio Holder for Finance, Cllr David Hingley; Leader – Strategic Leadership and Regeneration, Councillor Lesley McLean
Date Portfolio Holder agreed report	03 June 2026
Report of	Assistant Director of Finance (S151 Officer) Michael Furness; Head of Chief Executive's Office, Kaimi Ithia

Purpose of report

To report to Executive the council's year-end financial, performance and risk position as of the end of financial year 2025-26. 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 the end of financial year 2025/26.
- 1.2 To note the capital outturn position and approve the capital reprofiling held in Appendix 1.
- 1.3 To approve the use of reserves and grant funding detailed in Appendix 5.
- 1.4 To approve the use of reserves to be released in 2026/27 detailed in Appendix 6.
- 1.5 To note the balanced outturn position for 2025/26 after the proposed contributions to reserves.

2. Executive Summary

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

- 2.2 The Finance section report sets out the year-end position for 2025/26, resulting in a balanced position to the financial year end after contributions to reserves.
- 2.3 The Performance section sets out how the council has performed against its priorities for 2025-26, which are set out in its Outcomes Framework.
- 2.4 The Risk section highlights the current risks within the council's Leadership Risk Register, reflecting the final position for 2025-26.

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, 20 May 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 end of year 2025-26 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, 26 May 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 10. Celia Prado-Teeling, Performance Team Leader, 24 April 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, 24 April 2026
A Are there any aspects of the proposed decision, including how it is		X		N/A

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		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

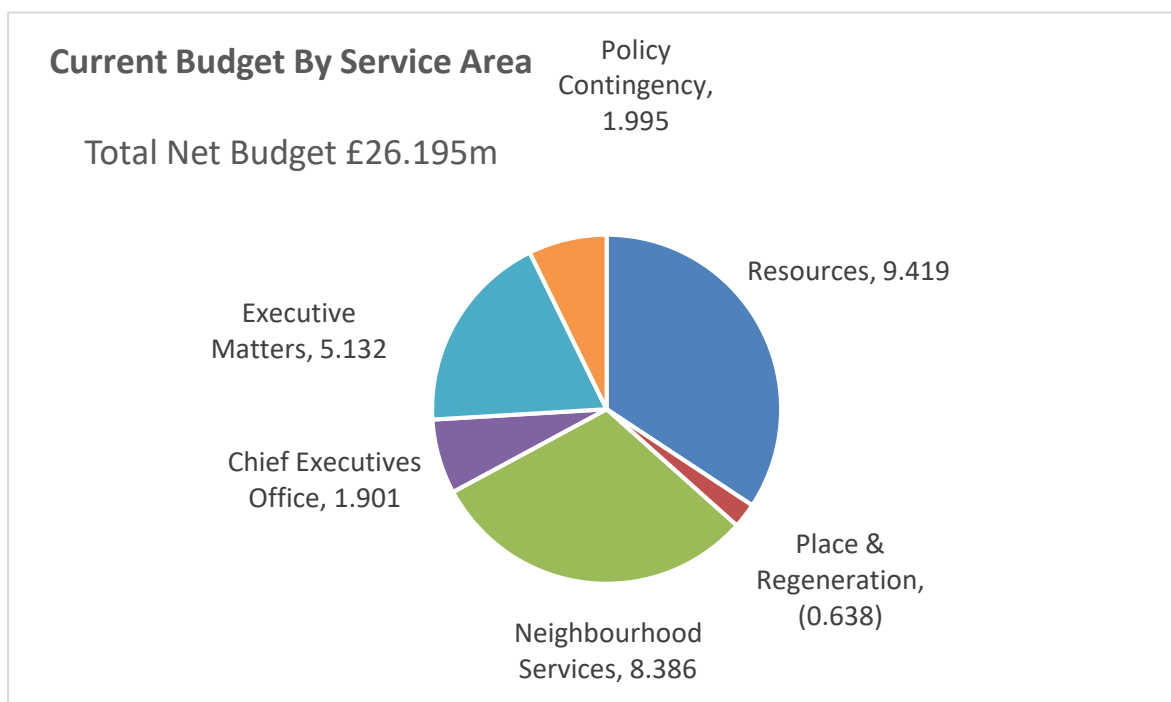
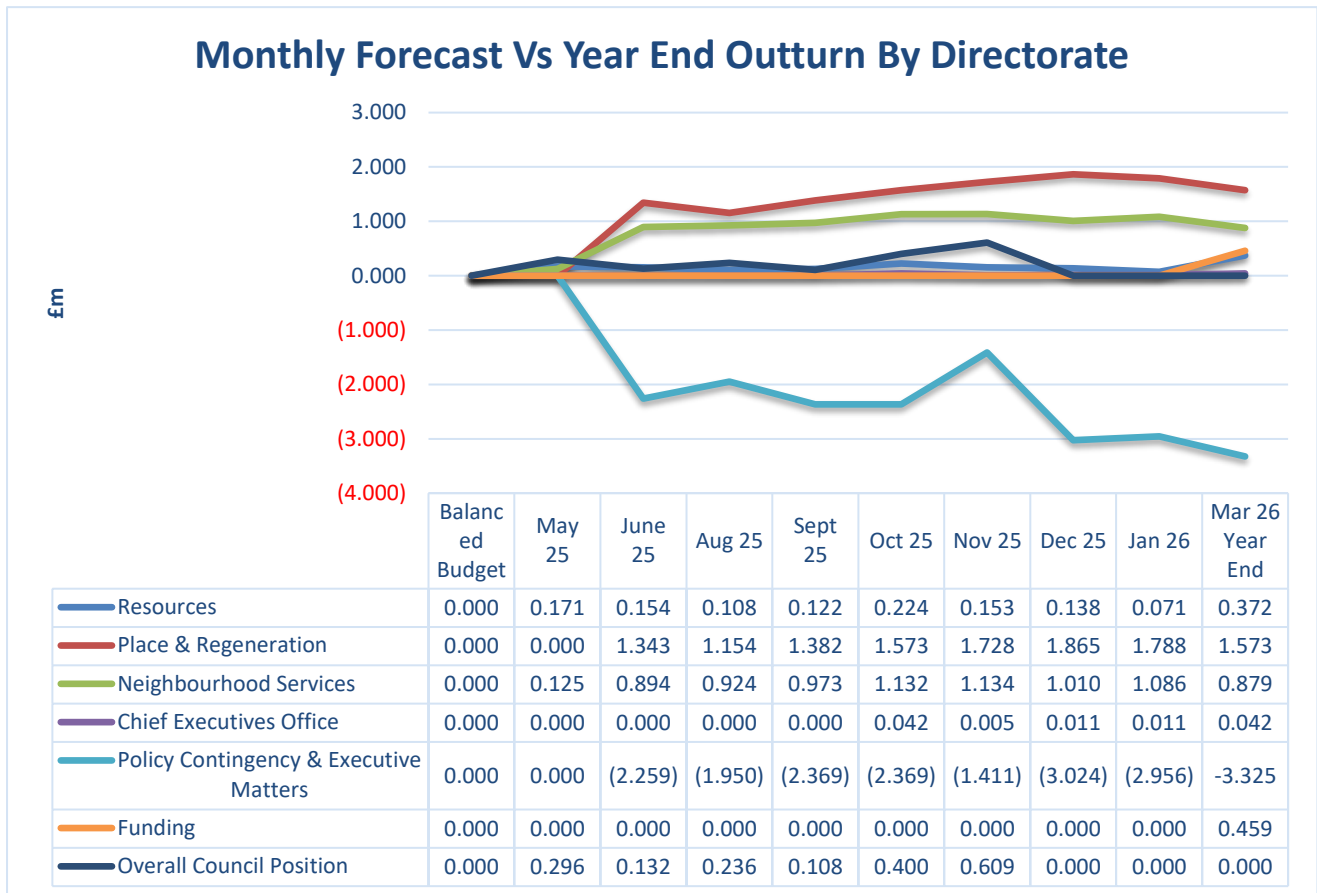
3. Background

- 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 (quarterly for Capital), so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 3.3 Performance reporting takes place quarterly to ensure the data reporting is meaningful and up to date, allowing better analysis of trends were possible.
- 3.4 Risk reporting occurs quarterly, however the Leadership Risk Register is a live document which is updated as and when deemed necessary throughout the quarter.
- 3.5 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 2025-26.

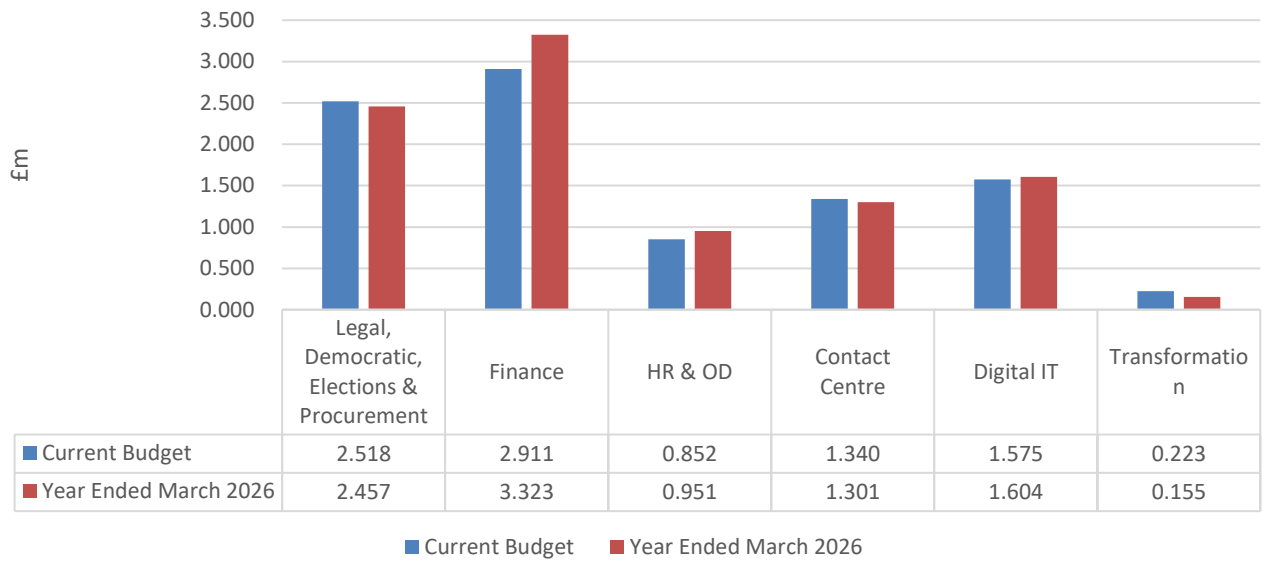
4. Details

4.1 Finance Update

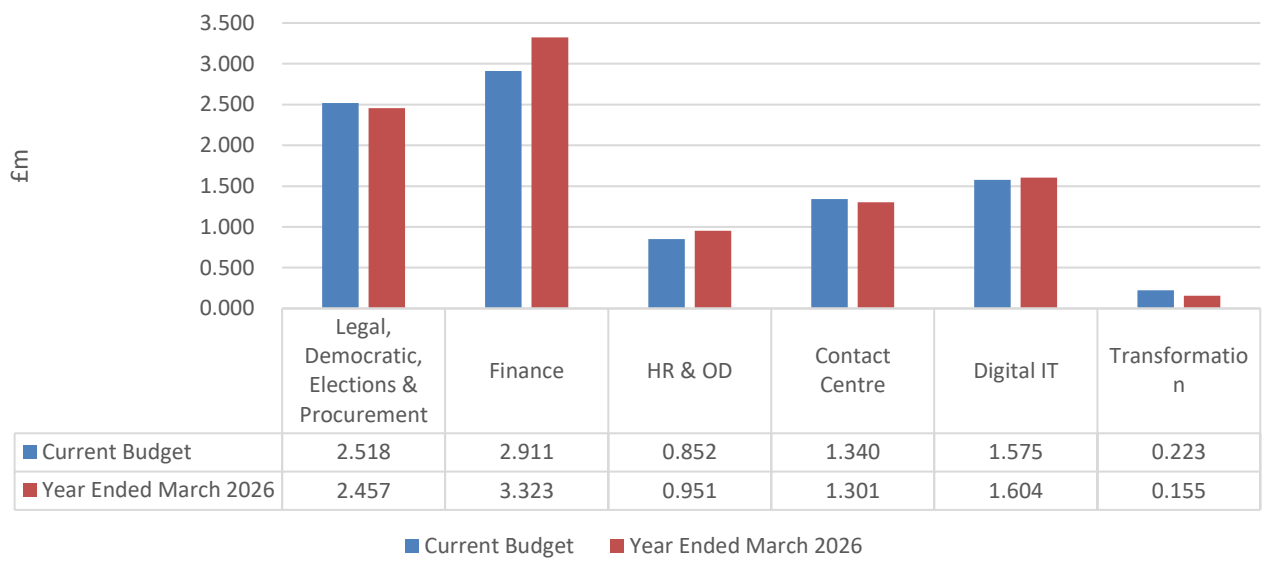
4.1.1 The Finance section presents the year-end revenue position for the 2025/26 financial year and in a summary dashboard as detailed below:



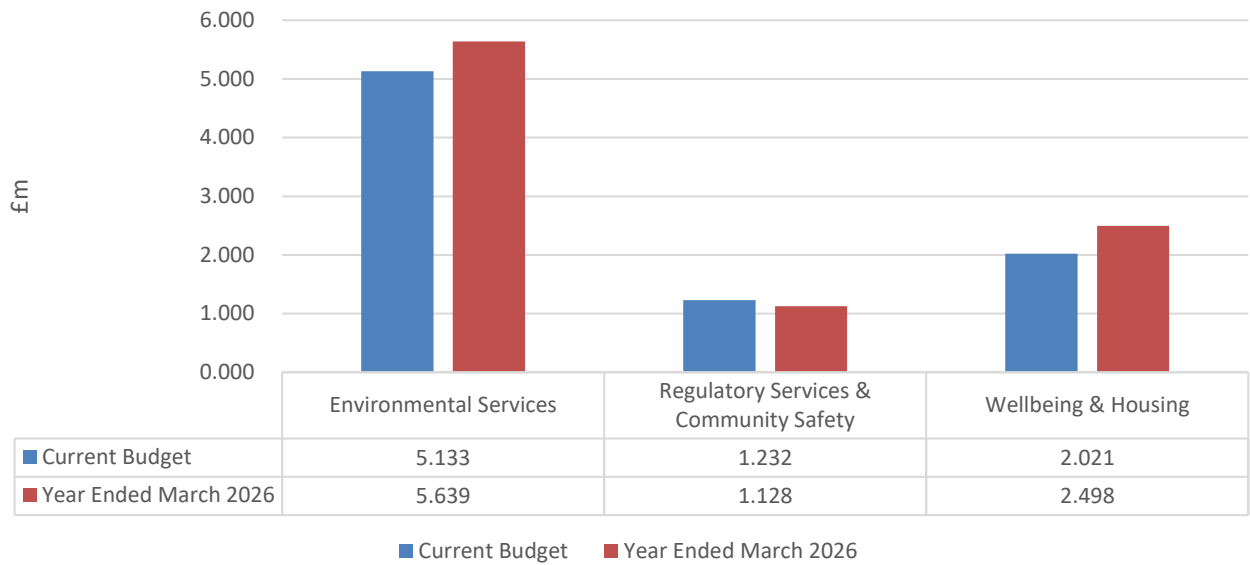
Resources - Revenue



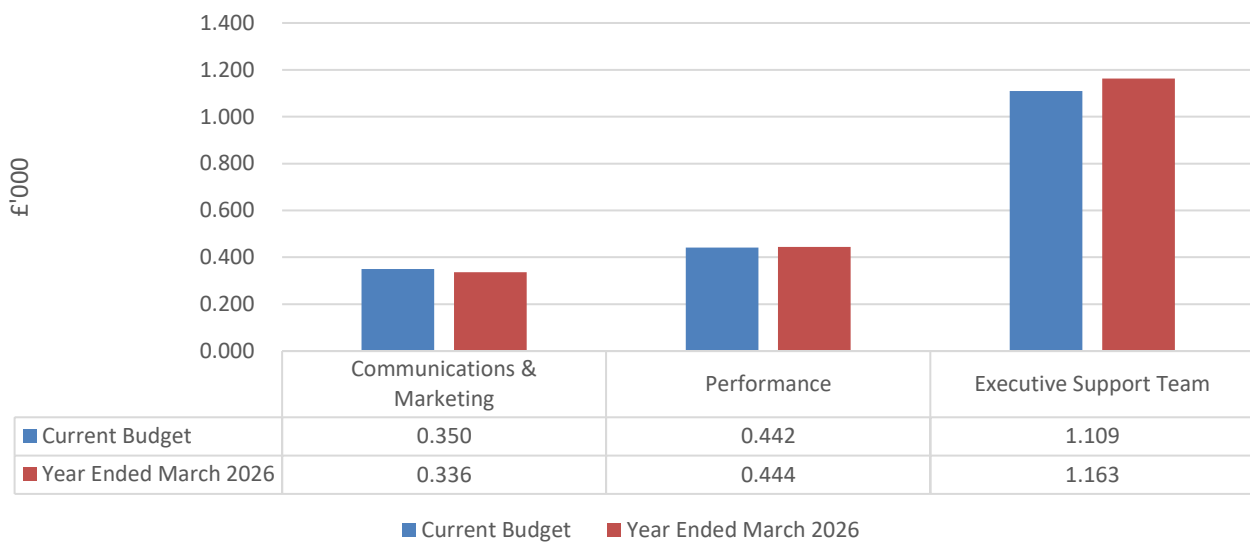
Resources - Revenue



Neighbourhood Services - Revenue

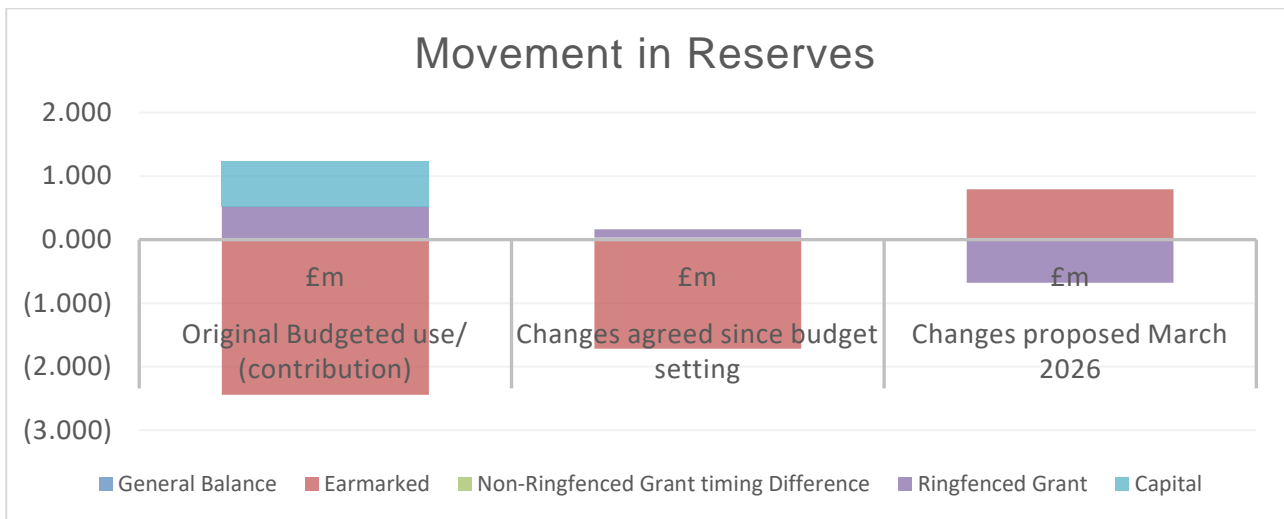


Chief Executives Office - Revenue



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	9.419	-0.747	9.603	1.194	4.307	2.420	26.196
<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		0.000
Budget to support The Hill Works			0.040			-0.040	0.000
Devolution				0.010		-0.010	0.000
Glass Recycling			0.107			-0.107	0.000
Arts Feasibility			0.050			-0.050	0.000
Carbon Budgeting		0.005				-0.005	0.000
To cover redundancy costs within Biodiversity & Transformation		0.031		0.062		-0.093	0.000
Policy Contingency - to fund Heyford Programme Director		0.025				-0.025	0.000
Climate Action Plan		0.010				-0.010	0.000
Policy Contingency - to fund Property Projects		0.060				-0.060	0.000
Recode Budget to Planning Parish Toolkit		0.015	-0.015				0.000
Roundings		-0.005				0.005	0.000
Policy Contingency - Senior Restructure		-0.021				0.021	0.000
Policy Contingency - NED Costs		-0.010				0.010	0.000
Senior Restructure virements				0.060		-0.060	0.000
Current Budget	9.419	-0.637	8.385	1.901	5.132	1.996	26.196
Wellbeing & Housing - Top slice of grants, IT license costs and temporary accommodation costs			0.477				0.477
Environmental - higher recycling gate fees than budgeted, high agency costs driven by high sickness in Waste and Recycling and higher than anticipated income from glass tonnage recycling through blue recycling bins.			0.816				0.816
Property - shortfall in projected income		1.933				-1.100	0.833
Property Maintenance, security and staff costs		0.418					0.418
Property - Car Park Overspend		0.134					0.134
Release from Policy Contingency						-0.895	-0.895
Environmental Services - Additional EPR funding			-0.309				-0.309
Minor underspends across the service and external audit underspend					-0.298		-0.298
Treasury					-1.111		-1.111
Dividend					-0.500		-0.500
Pension strain					0.236		0.236
Provision for bad and doubtful debts					0.351		0.351
Transformation - over recovery of land charges income and vacancies	-0.068						-0.068
Contact Centre - 2 vacant posts and minor underspends	-0.039						-0.039
Planning - Staffing changes, underspend against CIL. Underspend against Advertising, External Printing and consultant fees mostly due to delay in Local Plan examination.		-0.207					-0.207
Development Management - Pressures against agency costs, appeals and legal, consultant costs but offset in savings from staffing costs and over Recovery of Income.		-0.673					-0.673
Regulatory Services underspend - staffing changes, lower contribution to CCTV than anticipated and lower kennel fees than anticipated due to less strays.			-0.104				-0.104
Biodiversity & Climate Resilience - Minor overspend		-0.002					-0.002
Minor overspends across the service	0.029					-0.009	0.020
HR & OD - Overtime policy changes non-deliver	0.053						0.053
HR & OD - Legal employment advice, Recruitment Costs & Minor Overspends	0.046						0.046
Chief Executives - Minor Overspends across the Directorate				0.042			0.042
Finance - increased expenditure on temporary accommodation & supported accommodation claims	0.412						0.412
Legal, Democratic, Elections, Governance and Procurement: fees recovered against time charged for negotiating complex legal agreements - concluded towards the end of the year taking us over the income budget	-0.061						-0.061
Regeneration & Growth - Underspend against Economic Prosperity Strategy Budget.		-0.030					-0.030
Current (Under)/Overspends	0.372	1.573	0.880	0.042	-1.322	-2.004	-0.459



4.1.2 The council's overall year-end position for 2025/26 is an overspend of £0.114m before contributions to / from reserves, after which the overall year end position is balanced. The year end 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 March year end position shows that directorates are reporting a net overspend, reflecting pressures across several service areas, particularly Property, Environmental Services, and Wellbeing & Housing. These pressures are partially mitigated through the use of earmarked reserves (subject to approval) across several services, reducing some of the underlying variances. The remaining directorate overspend is more than offset by significant underspends within Executive Matters and Policy Contingency, resulting in an overall balanced position after funding.

Movement since the January forecasted year end position indicates a slight improvement in the directorates, with some services showing reduced pressures, while others have worsened marginally, but the council overall has maintained a balanced position at year end.

Table 1: Year End Position

Service	Current Budget £m	Spend to year end - March 2026 £m	March Variance prior to Reserve requests £m	Transfers To/From Reserves £m	Final March Variance (Under) / Over £m	January Variance (Under) / Over £m	Change since Previous (better) / worse £m
Legal, Democratic, Elections & Procurement	2.518	2.308	(0.210)	0.149	(0.061)	0.000	(0.061)
Finance	2.911	3.323	0.412	0.000	0.412	0.083	0.329
HR & OD	0.852	0.951	0.099	0.000	0.099	0.087	0.012
Contact Centre	1.340	1.301	(0.039)	0.000	(0.039)	(0.035)	(0.004)
Digital IT	1.575	1.604	0.029	0.000	0.029	0.015	0.014
Transformation	0.223	(0.360)	(0.583)	0.515	(0.068)	(0.079)	0.011
Resources	9.419	9.127	(0.292)	0.664	0.372	0.071	0.301
Planning	1.796	1.392	(0.404)	0.197	(0.207)	(0.021)	(0.186)
Development Management	0.359	(0.329)	(0.688)	0.015	(0.673)	(0.349)	(0.324)
Property	(3.600)	(1.194)	2.406	0.079	2.485	2.154	0.331
Regeneration & Economy	0.576	(0.233)	(0.809)	0.779	(0.030)	0.000	(0.030)
Biodiversity & Climate Resilience	0.231	0.229	(0.002)	0.000	(0.002)	0.004	(0.006)
Place & Regeneration	(0.638)	(0.135)	0.503	1.070	1.573	1.788	(0.215)
Environmental Services	5.133	5.650	0.517	(0.011)	0.506	0.705	(0.199)
Regulatory Services & Community Safety	1.232	1.064	(0.168)	0.064	(0.104)	(0.089)	(0.015)
Wellbeing & Housing	2.021	2.419	0.398	0.079	0.477	0.470	0.007
Neighbourhood Services	8.386	9.133	0.747	0.132	0.879	1.086	(0.207)
Communications & Marketing	0.350	0.336	(0.014)	0.000	(0.014)	(0.010)	(0.004)
Performance	0.442	0.444	0.002	0.000	0.002	0.000	0.002
Executive Support Team	1.109	1.163	0.054	0.000	0.054	0.021	0.033
Chief Executives Office	1.901	1.943	0.042	0.000	0.042	0.011	0.031
Subtotal for Directorates	19.068	20.068	1.000	1.866	2.866	2.956	(0.090)
Executive Matters	5.132	3.691	(1.441)	0.120	(1.322)	(1.428)	0.106
Policy Contingency	1.995	(0.008)	(2.003)	0.000	(2.003)	(1.528)	(0.475)
Total	26.195	23.751	(2.444)	1.986	(0.459)	0.000	(0.459)
FUNDING	(26.195)	(23.637)	2.558	(2.100)	0.459	0.000	0.459
(Surplus)/Deficit	0.000	0.114	0.114	(0.114)	0.000	0.000	0.000

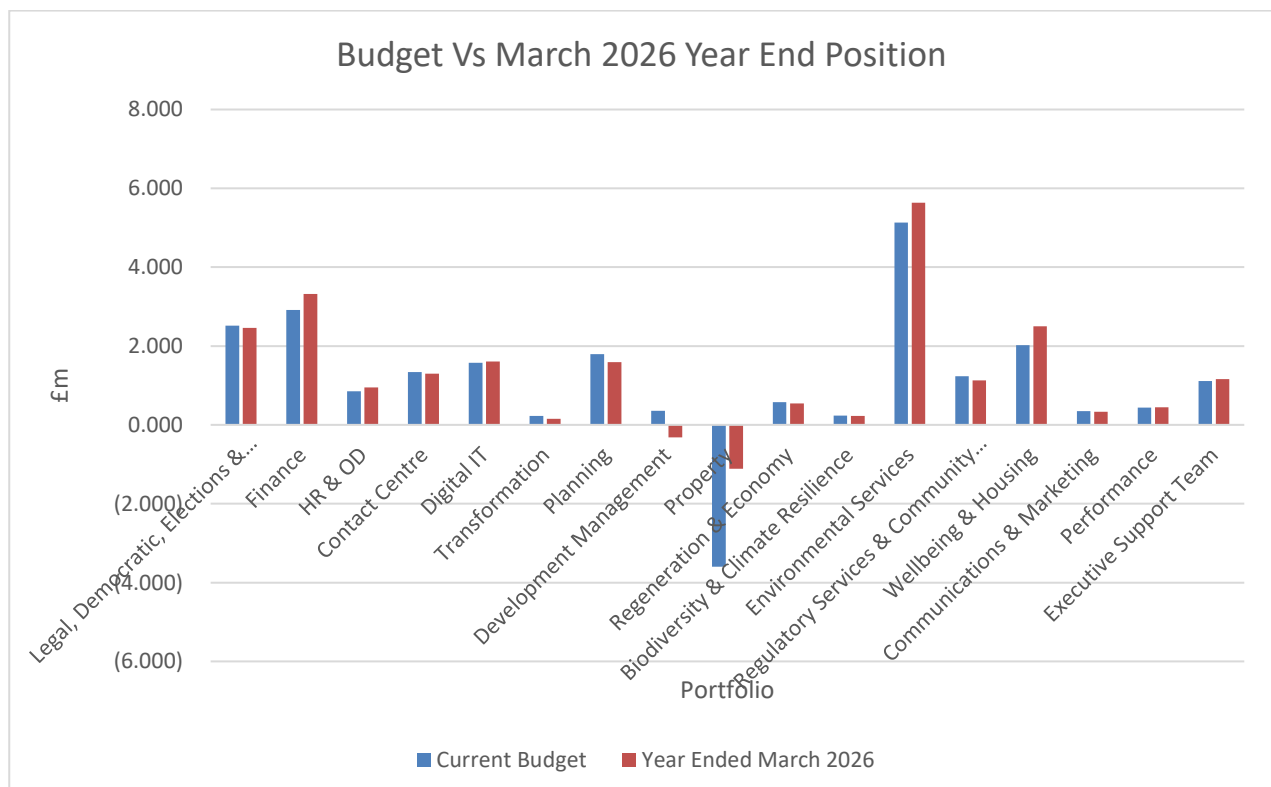
Note: A positive variance is an overspend or a reduction in income and a (negative) is an underspend or extra income received. Green represents an underspend, and red represents a overspend for the outturn position.

Table 2: Analysis of Variance – March 2026

Breakdown of current month	Year End to March 2026 £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Resources	9.127	9.059	0.068
Place & Regeneration	(0.135)	(0.216)	0.081
Neighbourhood Services	9.133	8.752	0.381
Chief Executives Office	1.943	1.933	0.010
Subtotal Directorates	20.068	19.528	0.540
Executive Matters	3.691	3.691	0.000
Policy Contingency	(0.008)	(0.008)	0.000
Total	23.751	23.211	0.540
FUNDING	(23.637)	(23.637)	0.000
(Surplus)/Deficit	0.114	(0.426)	0.540

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

Graph 1: Budget compared with Final Position



4.1.5 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
Property	(3.600)	2.485	-69.0%
Environmental	5.133	0.506	9.9%
Wellbeing & Housing	2.021	0.477	23.6%
Executive Matters	5.132	(1.322)	-25.8%
Policy Contingency	1.995	(2.003)	-100.4%
Total	3.554	3.468	

Reserves

4.1.6 Allocations to and from reserves are made according to the Reserves Policy. Table 4 below summarises the movements, details of reserve requests can be found within appendix 5.

Table 4: Reserves:

Reserves	Balance 1 April 2025	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed March 2026	Balance 31 March 2026
	£m	£m	£m	£m	£m
General Balance	(8.021)	0.000	0.000	0.000	(8.021)
Earmarked	(31.264)	(2.444)	(1.715)	0.793	(34.630)
Non-Ringfenced Grant timing Difference	(0.033)	0.000	0.033	0.000	0.000
Ringfenced Grant	(1.918)	0.523	0.129	(0.679)	(1.945)
Subtotal Revenue	(41.236)	(1.921)	(1.553)	0.114	(44.596)
Capital	(5.321)	0.720	0.000	0.000	(4.601)
Total	(46.557)	(1.201)	(1.553)	0.114	(49.197)

*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 spend against the capital programme for the financial year ended 31 March 2026 (including spend reprofiled across all years of the capital programme).

Table 5: Capital Project Outturn

Service	Original Budget £m	Reprofiled Budget £m	Spend to Year Ending 31/3/2026	Variance
Property	4.836	1.712	0.845	(0.867)
Regeneration & Growth	0.796	0.531	0.283	(0.248)
Regeneration & Growth	5.632	2.243	1.128	(1.115)
IT	0.058	0.041	(0.036)	(0.077)
Resources	0.058	0.041	(0.036)	(0.077)
Environmental	1.559	1.170	1.292	0.122
Wellbeing & housing	4.274	3.816	3.449	(0.366)
Regulatory Services	0.265	0.265	0.000	(0.265)
Neighbourhood Services	6.097	5.250	4.741	(0.509)
Total	11.787	7.534	5.833	(1.701)

For further detail on individual schemes please see Appendix 1.

Table 6: Table 6 below summarises the spend against the full capital programme (i.e. spend across all years of the capital programme).

Directorate	Project Total Budget £m	Total Forecast Project Spend £m	Variance to Budget £m
Resources	0.163	0.161	(0.002)
Place & Regeneration	18.308	17.959	(0.349)
Neighbourhood Services	26.347	25.961	(0.386)
Total	44.818	44.081	(0.737)

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 7: How the Capital Programme is financed

Financing	Prior Years' Spend £m	Profiled Spend 2025/26 £m	Profiled Spend Future Years £m	Projected Total
Borrowing	0.785	1.828	7.360	9.973
Capital Receipts	5.214	0.038	1.965	7.217
Grant	2.559	3.594	12.410	18.563
S106	0.205	0.439	0.709	1.353
Borrowing & Grant	7.006	-0.031	0.000	6.975
Grand Total	15.769	5.868	22.444	44.081

Table 8: Capital budgets to be reprofiled beyond 2025/26

Code	Project	Project Total Budget £m	Reprofiling 25/26	Reprofiling Future Years	Removed from Programme	Virements	Additional Capital Budget	Reason
40224	Fairway Flats Refurbishment	0.365	(0.126)	0.126				Reprofiled from current to future years
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	0.268	(0.118)	0.118				Reprofiled from current to future years
40255	Installation of Photovoltaic at CDC Property	0.079	0.001	(0.001)				Reprofile from future to current year
40278	Development of New Land Bicester Depot	0.465	(0.162)	0.162				Reprofiled from current to future years
40279	Spiceball Sports Centre - Solar PV Car Ports	0.177	(0.091)	0.091				Reprofiled from current to future years
40281	North Oxfordshire Academy - Solar Panels	0.018	(0.018)	0.018				Reprofiled from current to future years
40282	Community Centre Solar Panels	0.106	0.007	(0.007)				Reprofile from future to current year
40283	Thorpe Lane - Solar Panels	0.034	0.001	(0.001)				Reprofile from future to current year
40341	Public Sector Decarbonisation Scheme (PSDS) 4	1.661				(0.338)	0.210	£338k removed from programme in 25/26, £210k additional budget to 26/27
40342	Unit 5 & 6 Castle Quay	0.100			(0.100)			This is a lease incentive and shouldn't be part of capital projects
40343	Banbury Library	1.600	(0.040)	0.040				Reprofiled from current to future years
40348	Castle Quay Roof works	1.650	(0.023)	0.023				Reprofiled from current to future years
40334	Robotic Process Automation Pilot	0.133	(0.011)	0.011				Reprofiled from current to future years
40337	ESRI Software Upgrade	0.030	(0.009)	0.009				Reprofiled from current to future years
40028	Vehicle Replacement Programme	5.730	0.131	(0.131)				Reprofile from future to current year
40222	Burnehyll- Bicester Country Park	0.271	(0.009)	0.009				Reprofiled from current to future years
40286	Transforming Market Square Bicester	5.131	(0.070)	0.070				Reprofiled from current to future years
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	0.306	(0.020)	0.019				Reprofiled from current to future years and adjustment
40288	UKSPF Rural Fund	0.709	(0.158)	0.158				Reprofiled from current to future years
40083	Disabled Facilities Grants	8.061	0.026	(0.026)				Reprofiled from future years to current year
40303	S106 - Hanwell Fields Community Centre Projects	0.360	(0.023)	0.023				Reprofiled from current to future years
40304	S106 - Hook Norton Sport And Social Club Project	0.080	(0.063)	0.063				Reprofiled from current to future years
40305	S106 - Horley Cricket Club Pavilion Project	0.110	(0.110)	0.110				Reprofiled from current to future years
40312	S106 - Whitelands Farm Sports Ground (Pedestrian crossing and various works)	0.160	(0.032)	0.032				Reprofiled from current to future years
40313	S106 - Woodgreen Leisure Centre Improvements	0.161	(0.012)	0.012				Reprofiled from current to future years
40324	Development of Activity Play Zones	0.162	(0.006)	0.006				Reprofiled from current to future years
40325	Graven Hill Community and Infrastructure Projects	0.080	(0.017)	0.017				Reprofiled from current to future years
40329	Spiceball Leisure Centre Structural Beams	0.173	(0.010)	0.010				Reprofiled from current to future years
40344	S106- Banbury Cricket Club Project	0.011	(0.002)	0.002				Reprofiled from current to future years
40245	Enable Agile Working	0.015	(0.015)	0.015				Reprofiled from current to future years
40333	CCTV Thames Valley Project	0.250	(0.250)	0.250				Reprofiled from current to future years
		28.456	(1.229)	1.228	(0.100)	(0.338)	0.210	

4.3 Performance Summary

4.3.1 The council is performing well against its objectives, which consist of 16 Corporate KPI Measures, seven Directorate KPI Measures, 11 monitoring only measures and 26 Annual Delivery Plan (ADP) actions. Targeted measures reported for the end of the year 2025/26 as per the table below.

Plan	Total number of measures	Red		Amber		Green		No Status specified	
		(Behind target)		(Slightly behind target)		(Achieved or within tolerance)		No	%
		No	%	No	%	No	%		
ADP	26	0	0%	14	54%	12	46%	0	0%
Corporate KPIs (Targeted)	16	2	13%	2	13%	11	69%	1	6%
Directorate KPIs (Targeted)	7	0	0%	1	14%	6	86%	0	0%
Total	49	2	4%	17	35%	29	59%	1	2%

4.3.2 Please note at the time of doing this report the data for the measure “Net Additional Housing Completions to meet Cherwell needs” is not available yet. An update will be provided within the Quarter 1 2026-27 report.

4.4 Monitoring measures

4.4.1 The council monitors 11 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.

4.4.2 All monitoring indicators are included within this End of Year report to provide a complete picture of performance trends across the year.

4.5 Performance Exceptions

4.5.1 Of the 26 Annual Delivery Plan Actions set for this end of Year, 12 were delivered and 14 reported to be slightly behind.

Annual Delivery Plan – Exceptions

Action	Status
Maximise the impact of Council-owned and other assets to further enable the regeneration of our Economic Centres	Amber
Support the Marmot Place Partnership for Oxfordshire	Amber
Review of our Local Strategic Partnership to be more effective in delivering co-produced solutions to community issues	Amber
Develop parish council toolkit to empower communities	Amber
Transfer existing community assets to community organisations to support collaboration and resilience	Amber
Strengthening community cohesion	Amber
Progress decarbonisation of our fleet, including electrifying smaller vehicles and implementation of HVO fuel	Amber
Promote environmentally conscious communities	Amber
Establish a new Programme for a Review of Conservation Area Appraisals	Amber
Monitor and manage housing land supply	Amber
Reducing the percentage of 'major' planning application decisions overturned at appeal	Amber
Streamline process for the preparation of 'section 106' legal agreements and associated land transfers which support planning permissions	Amber
Deliver Planning Service Improvement	Amber
Continue with progress for the provision of a modern and for purpose depot facilities to support activity to minimise waste	Amber

4.5.2 Of the 16 targeted corporate key performance indicators, 11 achieved their end of Year target or reported within the agreed tolerance, two reported slightly behind target, two did not achieve their target and one we are still waiting for data information.

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
BP1.2.10A % 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
BP2.2.05 Total Greenhouse gas emissions for the year	Red
BP1.2.13 Net Additional Housing Completions to meet Cherwell needs	Data not available

Please find below further details for the KPIs 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 11.2% against a target of 10% for end of Year.

Comments from the service: Performance was affected by a small number of legacy major appeal decisions from earlier periods, including committee overturns and appeal outcomes influenced by changes to the NPPF and the five-year housing land supply position. These historic decisions disproportionately impacted the quality metric. Targeted actions have been implemented, including PAS-led committee review and training, strengthened senior officer input at committee, improved governance of major applications, and tighter internal controls on refusals. Strategic and operational improvement plans are now embedded. Improvement is already evident, with current quality of major decisions at 5.15%, well below the 10% threshold. Performance is forecast to remain under the threshold in the next accounting period, even if all pending appeals were allowed.

- **Total Greenhouse gas emissions for the year** - Reporting 4,014 tCO₂e against a target of 3,900 tCO₂e for end of Year.

Comments from the service: Total emissions for 2024–25 are 4,014 tCO₂e (please note this number is reported in arrears), representing a marginal reduction compared to the revised 2023–24 baseline of 4,016 tCO₂e. The prior year figure has been restated (from 4,119 tCO₂e) following improvements to data quality, methodology, and asset coverage, providing a more robust and consistent baseline for reporting. Overall emissions have plateaued, with reductions achieved across leisure centres, fleet, and water largely offset by increases in other areas, notably due to expanded landscape contractor activity and changes within the corporate estate. Performance from decarbonisation measures has been positive, but operational issues particularly with heat pump systems are limiting the full realisation of expected energy and carbon savings. While emissions remain broadly consistent with pre-Covid levels, improvements to data

accuracy and reporting completeness represent a strengthening of the evidence base and a positive step forward. Looking ahead, more substantial reductions are anticipated through the transition to HVO fuel for the fleet and the delivery of PSDS4-funded decarbonisation projects.

4.5.3 Of seven targeted directorate key performance indicators, six achieved their targets for the end of Year or reported within agreed tolerances and one reported 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 (BC) full plans assessed within 5 weeks (or longer with applicant's agreement)	Amber

For full details on all Annual Delivery Plan milestones and Corporate KPIs, Directorate and Monitoring KPIs exceptions, including commentary, please reference Appendices 8 and 9.

4.6 Performance Highlights

4.6.1 Below is a snapshot of some of the council's key achievements at the end of the financial year.

- No. of Homeless Households living in nightly charged (Hotel) Temporary accommodation (TA):** We have taken positive action that has led to a notable reduction in households in temporary accommodation, particularly in hotels, with numbers halving from around 50 to fewer than 25 since the start of the financial year. While new placements have remained steady, our improved policies, increased availability of self-contained accommodation, and proactive service management have enabled quicker moves into permanent homes. This progress is especially encouraging given that temporary accommodation use is rising nationally, making our downward trend in Cherwell a strong and favourable outcome.
- Average time taken to process Housing Benefit New Claims and council tax reduction (Days):** Throughout the year, we have successfully and consistently met the set speed of processing targets, with a means average turnaround time for new claims of 12.27 days against a target of 18 days. These outcomes were supported by our ongoing digital transformation which now sees over 40% of our change event processes being automated or automated in part and system led workflow streamlining end-to-end processes, enabling the service to remain resilient and responsive, maintaining smooth operations even during periods of peak demand.
- Average time taken to process Housing Benefit Change Events & council tax reduction (Days):** Throughout the year, we have successfully and consistently met the set speed of processing targets, with a means average turnaround time for change events 2.66 days against a target of 8 days. These outcomes were supported by our ongoing digital transformation which now sees

over 40% of our change event processes being automated or automated in part and system led workflow streamlining end-to-end processes, enabling the service to remain resilient and responsive, maintaining smooth operations even during periods of peak demand.

- **Number of Homeless Households living in Temporary Accommodation (TA):** Numbers in TA are at the lowest level since November 2024. The number of clients within TA is falling overall. Changes to the allocations scheme in 2025 have meant that clients in TA for whom we owe or are likely to owe the main housing duty to are receiving permanent offers more quickly. This reduces time spent in TA.
- **Number of affordable homes delivered:** 319 affordable housing completions for the year is the highest number since 2020-21. Numbers have been boosted by delivering additional affordable homes on some sites, including 100% affordable housing schemes.

4.6.2 The Performance Annual Report 2025/2026 is Appendix 11 ro this report.

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 were no score changes within the Leadership Risk Register during the last quarter of the year.

4.7.4 The overall position at the time of running this report (17/04/2026) 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 at Appendix 10.

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 End of Year 2026, therefore there are no alternative options to consider.

6. Conclusion and Reasons for Recommendations

- 6.1 The report updates the Committee on the year-end financial, performance and risk position of the council for 2025/26. 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 March 2026
Appendix 2	Detailed Narrative – March 2026
Appendix 3	Virements & Aged Debt March 2026
Appendix 4	Funding March 2026
Appendix 5	Use of Reserves and Grant Funding March 2026
Appendix 6	Reserves to be released in 2026-27
Appendix 7	Savings 2025-26
Appendix 8	Business Plan KPIs Year End 2025/26
Appendix 9	Annual Delivery Action Plan Year End 2025/26
Appendix 10	Leadership Risk Register Year End 2025/26
Appendix 11	Performance Annual Report 2025/26
Background Papers	None

Reference Papers	None
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Executive Director Approval (unless Executive Director or Statutory Officer report)	Executive Director Resources, Stephen Hinds