



SUPPLEMENTARY INFORMATION

Executive

1 February 2021

| Agenda Item Number | Page | Title | Officer Responsible | Reason Not Included with Original Agenda |
|--------------------|-----------------|---|---|--|
| 6. | (Pages 3 - 152) | Budget Setting for 2021/22 and the Medium-Term Financial Strategy 2021/26 Report and appendices. | Director of Finance & Section 151 Officer | Information being reviewed and finalised at the time of agenda dispatch. |

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Cherwell District Council

Executive

1 February 2021

Budget Setting for 2021/22 and the Medium-Term Financial Strategy 2021/26

Report of the Director of Finance

This report is public

Purpose of report

This report is the culmination of the Budget and Business Planning process for 2021/22 to 2025/26 and sets out the Executive's proposed Business Plan and related revenue budget for 2021/22, medium term financial strategy to 2025/26, capital programme to 2025/26 and all supporting policies, strategies and information.

To detail the Calculations for the amounts of Council Tax for 2021/22 and the setting of Council Tax for 2021/22.

1.0 Recommendations

The Executive is recommended to:

- 1.1 Approve the proposed Fees and Charges for 2021/22 (Appendix 5)
- 1.2 Note the equality impact assessment of the Budget (Appendix 6)
- 1.3 Note the Report on Responses to the Budget Consultation (Appendix 7)
- 1.4 Approve the Reserves Policy (Appendix 11) and creation of new reserves described in Appendix 12
- 1.5 Delegate authority to the Director of Finance, following consultation with the Leader of the Council and Lead Member for Finance, to complete the legal Council Tax calculations once all the information required has been received.
- 1.6 Delegate authority to the Director of Finance, following consultation with the Leader of the Council and Lead Member for Finance, to make appropriate changes to the proposed budget.

The Executive is recommended to recommend to Council:

- 1.7 In relation to the Business Plan (Section 3.1):
 - 1.7.1 Approve the Business Plan set out in Appendix 1.

- 1.8 In relation to the Revenue Budget (Section 3.2) and Medium-Term Financial Strategy (MTFS) (Section 3.5)
- 1.8.1 That the net revenue budget for the financial year commencing on 1 April 2021 of £22.415m, including the budget allocations to the Directorates of the Council, as set out in Table 6, be approved subject to any revision needed in light of the ongoing and further planned consultations and equalities assessments on individual savings proposals.
- 1.8.2 The MTFS and Revenue Budget 2021/22 (Sections 3.5 and 3.2 respectively), including the Savings Proposals, Pressures and the Revenue Impacts of Capital Schemes included at Appendices 2, 3 and 4 respectively.
- 1.9 In relation to Council Tax:
- 1.9.1 An increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2021 of £5, resulting in a Band D charge of £138.50 per annum.
- 1.10 In relation to the Capital Programme and related strategies (Section 3.3) to approve:
- 1.10.1 The Capital Bids and Capital Programme at Appendix 14 and 15 respectively.
- 1.10.2 The Capital and Investment Strategy (Appendix 16).
- 1.10.3 The Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2021/22 (Appendix 17)
- 1.11 In relation to reserves to:
- 1.11.1 Approve a minimum level of General Balances of £5m.
- 1.12 In relation to the Pay Policy Statement:
- 1.12.1 The in fulfilment of the requirements of Sections 38-43 of the Localism Act 2011, the Pay Policy Statement be approved (Appendix 19)

2.0 Introduction

- 2.1 The Budget and Business Planning report to Council on 22 February 2021 will be set out in four sections:
1. Business Plan
 2. Chief Finance Officer's Statutory Report
 3. Revenue Budget Strategy
 4. Capital & Investment Strategy
- 2.2 This report sets out Executive's proposed Business Plan, Revenue Budget Strategy and the Capital & Investment Strategy. Alongside this, the report also sets out the Review of Fees and Charges for 2021/22.

- 2.3 The Executive’s Business Plan and revenue and capital budget proposals take into consideration the latest information on the council’s financial position outlined in this report and comments from the Budget Planning Committee meetings on 15 December 2020 and 5 January 2021. Comments from the Budget Planning Committee are included as Appendix 8 to this report. In finalising the proposals, the Executive has also taken into consideration feedback from the public consultation on the Business Plan priorities, revenue budget proposals and council tax increase. An analysis of the responses to the consultation accompanies the budget proposals at Appendix 7.
- 2.4 Recent announcements from Government have confirmed that the significant changes to the way they fund local authorities over the medium term has been delayed. The latest indications are that those changes will begin to take effect from 2022/23. All the information and intelligence received indicates that this will present CDC with a substantial financial challenge over the medium term, which the Council needs to prepare for as it sets the budget for 2021/22.
- 2.5 On Thursday 17 December 2020, the government published a provisional one-year settlement for Local Government which can be found here
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2021-to-2022>
- 2.6 The impact for CDC of this one-year settlement can be summarised as follows:
- Essentially a “roll-forward” of funding
 - Confirmation that Council Tax can be raised by 2% or £5, whichever is greater (for CDC this is £5)
 - That New Homes Bonus legacy payments from 2018/19 and 2019/20 will be fully funded.
 - That a one-year only New Homes Bonus award for 2021/22 has been allocated to CDC
- 2.7 The settlement was broadly as expected following announcements in the Spending Review announced on 25 November 2020. CDC had built its financial models on the indicative information provided at that point. The Government has also provided a one-off Lower Tier Services grant to ensure that CDC will not have a reduction in resources from Government in 2021/22.
- 2.8 Additionally, the settlement confirmed that the Council will receive a number of one-off grants for financial support relating to COVID-19. The grant funding received by the Council is set out in Table 1.

Table 1 – COVID-19 Funding

| Grant | £000 |
|---------------------------------|--------------|
| General COVID-19 Grant | (720) |
| Local Council Tax Support | (159) |
| Total Grants for 2021/22 | (879) |

Additionally, there will be compensation for losses in fees and charges income for the period to 30 June 2021 and 75% compensation for irrecoverable business rates and council tax losses from 2020/21. However, the Government is still consulting on how this funding will be allocated and so this has not been factored into the budget. It is likely that the calculation will require outturn information which will not be available until May 2021.

2.9 In order to support the Council with its task of approving the budget for 2021/22 this report explains and explores the impacts of the various building blocks that make up the final budget of the Council including:

- estimated impact of the financial outturn for the Council for 2020/21
- cost of the services that we provide
- commercial activity and income
- financing the Council (borrowing and investments)
- inflationary and other price change impacts
- budget proposals (savings and pressures)
- capital investment proposals
- reserves and the use of reserves to support the budget
- an assessment of the financial resilience of the Council
- national funding assumptions for future years and the medium-term funding gap

2.10 This report will set out the Business Plan for 2021/22 and show how each of the above elements support the development of the delivery of the plan by setting a budget for 2021/22, the longer term MTFS, and will then summarise the next steps that will allow the Council to consider, approve and set balanced budgets over the MTFS period.

3.0 Report Details

3.1 Business Plan

3.1.1 Each year the Council reviews and updates its annual Business Plan, setting out the priorities and high-level objectives for the year ahead as found in Appendix 1.

3.1.2 The Business Plan informs the development of the annual budget and the operational Service Plans for the delivery of all Council services. The Service Plans will set out the activities that each service will undertake to deliver against the priorities set out in the Business Plan. Ultimately, these activities will be reflected in the individual objectives of employees providing a clear 'golden thread' through the organisation for the delivery of the Council's priorities.

3.1.3 This year the Business Plan has had a 'light touch refresh' in line with the budget setting process outlined above. The four strategic priorities are as outlined below:

- **Housing that meets your needs;**
- **Leading on environmental sustainability;**
- **An enterprising economy with strong and vibrant local centres;**
- **Healthy, resilient and engaged communities.**

3.1.4 Housing that meets your needs re-emphasises this Council's commitment to making sure its residents all have the opportunity to access housing that is suitable for them,

whether this is through the delivery of affordable housing, improving standards in the private rented sector, preventing homelessness, supporting the most vulnerable in its communities or through innovative housing schemes and delivery of the Local Plan.

- 3.1.5 Leading on environmental sustainability builds on the Council's commitment to be carbon neutral by 2030 in addition to focusing on the priorities of its residents including maintaining and improving its waste and recycling services which are already highly regarded by residents. Promoting the Green economy and its natural environment along with its built heritage are also the Council's priorities. Climate action is a key focus for the council, transforming the organisation to deliver its carbon neutral commitments.
- 3.1.6 A strong and thriving economy has long been a priority of the Council, with a strong track record of supporting businesses and investing in its town centres which is a key priority for its residents. An enterprising economy with strong and vibrant local centres, reinforces this commitment for Cherwell to be a district where business can thrive and grow.
- 3.1.7 The wellbeing of its residents and communities has always been a priority for this Council. The healthy, resilient and engaged communities priority retains its focus on ensuring residents and communities are as active and healthy as possible. CDC continues to promote community development with existing and new communities and that communities remain safe places to live. The new Including Everyone strategy reflects the enhanced focus on reducing inequalities and providing greater support to the most vulnerable in our society. This year we have seen the impact that COVID-19 has had on local communities and it is recognised that this impact has been felt differently. The Black Lives Matter movement was a standout feature of last year, and it was a reminder for public bodies everywhere of the need to renew their commitment to reflecting local communities and celebrating their diversity. By making responsible choices now and moving to a sustainable footing, CDC can keep supporting the district's recovery from COVID-19 and continue working to make Cherwell a healthier and more prosperous place to live and work.
- 3.1.8 The four priorities are supported by seven themes that shape and influence the work of every service across the Council and reflect local priorities and the national context:
- **Customers** - To deliver high quality, accessible and convenient services that are right first time.
 - **Healthy Places** - Working collaboratively to create sustainable, thriving communities that support good lifestyle choices.
 - **Partnerships** - Working with partners to improve the services we provide for our residents and communities.
 - **Continuous Improvement** - Making the best use of our resources and focusing on improvement, innovation and staff development to maintain and enhance services.
 - **Climate Action** - transforming our organisation to deliver its carbon neutral commitments.
 - **Including Everyone** - Our Equalities, Diversity and Inclusion framework outlines how we are seeking to create a more inclusive community, services and workplace in Cherwell.
 - **COVID-19 Recovery Strategy** - Working with partners in the health and voluntary sectors to help our local businesses and residents respond to the

challenges of the COVID-19 pandemic and supporting our communities to recover from the longer term social and economic impacts.

- 3.1.9 The service plans, operational plans detailing performance measures and outcomes are captured as part of the 2021/22 performance management framework and will link to the Council's Leadership Risk Register. The Council will report on progress against the Business Plan to Executive on a monthly basis through the Performance, Risk and Finance report. Leadership risks will also be linked to the corporate priorities.
- 3.1.10 The Business Plan has been discussed with Executive Members and was reviewed by the Overview and Scrutiny Committee on 12 January 2021.

3.2 Revenue Budget Strategy

Financial Outturn 2020/2021

- 3.2.1 The Budget Planning Committee and the Executive regularly review the forecast outturn as part of the Performance, Risk and Finance report. In addition to the social and economic impacts of COVID-19, COVID-19 has had a significant impact on the 2020/21 budget.
- 3.2.2 The pandemic has required local authorities to make rapid adjustments to meet new demands and to step up work in critical frontline services. Cherwell District Council, as well as the other councils across Oxfordshire, have led communities through the coronavirus lockdown by creating new services and adapting existing services including the shielding of vulnerable residents, adult social care, emergency planning and public health response and ensuring schools are kept open for vulnerable children and those of key workers.
- 3.2.3 These new and increased demands have resulted in significant additional expenditure. At the same time, council income streams – from car parking to planning fee income – have been severely damaged by the lockdown and the impact on the local economy. Additional funding has been provided from central Government to help councils with the financial impact of COVID-19; however, this does not match our projected additional expenditure and loss of income and does not address potential increases in demand on Council services as lockdown measures are eased.
- 3.2.4 Therefore, at its meeting on 6 July 2020, the Executive asked Officers to address the potential overspend arising from COVID-19. A revised budget addressing the risk of overspend, reflecting the additional costs incurred by the Council in the response phase to the COVID-19 pandemic and the additional funding that has been received from central government was agreed by Council on 7 September 2020.
- 3.2.5 The revised budget provided a balanced budget for 2020/21 that includes budgets to meet the additional costs of COVID-19 to enable effective budget management. This was achieved by drawing savings from across all service areas, with a focus on protecting frontline services and activities that support those who are most vulnerable.
- 3.2.6 The forecast position as at 31 December 2020 based on the revised budget is an overspend of £0.4m. This has been taken into account in considering the reserves

position of CDC. There are a small number of service pressures that continue to be managed by service managers who continue to try to deliver a balanced budget by the year end. Managers have considered their current operational and financial performance when considering their future year budget requirements and where necessary included growth pressures or proposed budget reductions as part of the budget setting process. These are described later in this report. The budget requirements and the changes requested by managers have been scrutinised by senior managers over a number of individual sessions allowing for challenge and consideration across the range of Council budgets. This helps to ensure the proposals align with the Council’s objectives.

Net Cost of Services for 2021/22

3.2.7 Having reviewed the impact of prior years’ financial information, the next step in setting a budget is to consider the “Net Cost of Services” which includes the costs and income streams directly attributable to service delivery and commercial activities. Table 2 summarises the draft budget for 2021/22 by directorate.

Table 2: Net Cost of Services

| Directorate | Net budget 2021/22 £000 |
|-----------------------------|-------------------------------|
| Adults & Housing | 1,862 |
| CDA&I | 164 |
| CODR | 5,446 |
| Environment & Place | 6,727 |
| PH & Wellbeing | 1,832 |
| Service Sub-total | 16,031 |
| Corporate Costs | 2,897 |
| Policy Contingency | 3,487 |
| Net Cost of Services | 22,415 |

3.2.8 The largest proportion of the expenditure budget is spent on staffing (44%).

3.2.9 Service income streams in this section include fees and charges (e.g. planning fee income, income from car parks, licences etc.), service specific grants and rental income from all council-owned properties.

3.2.10 A thorough review of service levels and budgets has taken place and savings identified at Appendix 2 that will allow the Council to operate within the level of resources that it anticipates will be available to it in 2021/22. Full monitoring of the savings programme will take place throughout 2021/22.

Commercial Property

3.2.11 Whilst commercial property sits within the net costs of services it is worth reflecting on the part this plays in terms of the overall budget of the Council. The Council owns 177 properties that it uses for a number of functions including:

- Operational assets - services delivered or operated out of these properties as well as assets leased out for community activities
- Landholdings
- Commercial properties – these properties are major drivers in the Council's economic development strategy for Cherwell and additionally are income producing.

3.2.12 The Council in recent years has expanded its commercial property portfolio that both supports local businesses by providing good quality properties for rent by local businesses but also to help regenerate its town centres. The Council plays a leading role in actively influencing and working in partnership with others to stimulate redevelopment of our town centres. This will continue to be an area of activity going forward as the Council continues to support recovery from COVID. Any surplus revenue streams generated by these properties will be available to support the rest of the Council as other funding sources reduce.

3.2.13 The Investment portfolio comprises 24 properties in the following primary groupings:

- Retail properties (e.g. Castle Quay, High Street units)
- Mixed use commercial properties (e.g. Franklins House, Bridge Street)
- Industrial estate (e.g. Tramway Industrial Estate, Antelope Garage, Thorpe Estate)
- Local Centres (e.g. Bradley Arcade, Ferriston, Orchard Way, etc)
- Leisure Centres (run by Parkwood Leisure, e.g. Spice Ball, Woodgreen, Bicester Ploughly Sports Centre, Kidlington Gosford)
- Car Parks (run by APCOA)

3.2.14 In setting the budget for 2021/22 we have considered any changes in tenancy arrangements and the budget has been set at circa £5.7m. The current value of these assets as at 31 March 2020 is £62m which gives a rate of return of 9%.

Budget Proposals (Inflation, Pressures, Capital Impact and Savings)

Inflation

3.2.15 The Council has provided for inflation within the budget. It assumes that there will be a 0% pay award in 2021/22 (but a cost of living increase of at least £250 for those earning below £24,000), in line with Government announcements. In future years pay awards are assumed to increase at 2.5% annually. Contract inflation is expected to increase at 3% annually and income from sales fees and charges has been assumed to increase by 2% annually. A schedule of proposed fees and charges is set out in Appendix 5.

3.2.16 The Council has a statutory obligation under the Localism Act 2011 to undertake an annual review of its pay arrangements and to publish these making particular reference to the following:

- The methods by which the salaries of all employees are determined
- The detail and level of remuneration of its most senior employees, i.e. “Chief Officers” as defined by the relevant legislation
- The detail and level of remuneration of the lowest paid employees
- The relationship between the remuneration for highest and lowest paid employees
- The Committee(s)/Panels responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

3.2.17 The details of this are captured in the Pay Policy Statement attached at Appendix 19. The purpose of the Statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees. The principles set out within the Statement are compliant with the budget proposals.

Directorate Budget Pressures

3.2.18 Budget Pressures of £2.7m will be funded in 2021/22. This is a combination of £4.4m of new budget pressures being funded, less a £1.7m reduction of one-off pressures from 2020/21. The full schedule of existing and new pressures can be seen at Appendix 3. Of the £4.4m new pressures, £3.0m are held as contingency (see Table 3 below) with the balance allocated to Directorates. A full breakdown of all pressures funded can be seen at Appendix 3. Table 3 summarises the Pressures which have been included within the Net Cost of Services.

Table 3: Pressures

| Directorate | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | Ongoing Impact £000 |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------------|
| Adults & Housing | (820) | 0 | 0 | 0 | 0 | (820) |
| CDA&I | 704 | (708) | (90) | 205 | 12 | 123 |
| CODR | 64 | (24) | 0 | 0 | 0 | 40 |
| Environment & Place | 147 | (48) | (151) | 0 | 0 | (52) |
| PH & Wellbeing | (420) | (52) | (27) | 0 | 0 | (499) |
| Exec Matters | 62 | 0 | (52) | 0 | 0 | 10 |
| Policy Contingency | 2,987 | (2,552) | (299) | 165 | 0 | 301 |
| Total Pressures | 2,724 | (3,384) | (619) | 370 | 12 | (897) |
| Prior Year Pressures | (1,701) | (124) | (178) | 0 | 0 | (2,003) |
| New Pressures | 4,425 | (3,260) | (441) | 370 | 12 | 1,106 |
| Total Pressures | 2,724 | (3,384) | (619) | 370 | 12 | (897) |

Revenue Impact of Capital Expenditure

3.2.19 Where capital expenditure is financed from borrowing, this will have an impact on the revenue budget. The proposed capital programme and the new capital bids can be found at Appendix 14 and 15 respectively. The revenue impact of the proposed programme can be found in Appendix 4 and is summarised in the Table 4 below.

Table 4: Revenue Impact of Capital

| Directorate | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | Ongoing Impact £000 |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------------|
| CDA&I | (5) | (8) | 0 | 0 | 0 | (13) |
| CODR | (72) | (20) | 0 | 0 | 0 | (92) |
| Environment & Place | (30) | (15) | 45 | 0 | 0 | 0 |
| Total Capital Impact | (107) | (43) | 45 | 0 | 0 | (105) |

Savings Proposals

3.2.20 In total, savings of £4.4m are proposed for 2021/22, of which £0.2m were previously planned and £4.2m are new savings proposals. In December 2020, the Council consulted on £4.3m new savings proposals. After receiving consultation responses and considering the level of resources available to it following the Local Government Finance Settlement, the Council has amended its savings proposals. The change in the level of savings can be seen in Table 5. This is due to either removing or rephrasing a savings proposal or re-categorising a proposal – e.g. from a saving to a use of reserves. The full schedule of savings can be seen at Appendix 2.

3.2.21 The Council is grateful to all that responded to the budget consultation, with 383 responses received. Most proposals received reasonable levels of support and generally there was more support than opposition. Appendix 7 provides a report on the responses received to the consultation. After considering consultation responses it is proposed to make a change to SAV2101b. It is also acknowledged that SAV2133e needed to be removed from the revenue savings proposals. Further details are provided below:

- SAV2101b – Rental increases for affordable homes and shared ownership properties owned by the Council – given the current financial situation the Council does not feel that this is the appropriate time to increase rents in these properties. It is therefore proposed to defer this increase until 2022/23.
- SAV2133e – Land Disposal Programme – upon further investigation this saving would generate capital receipts for the Council but would not generate significant revenue savings. Therefore; this has been removed from the revenue budget proposals.

Table 5: Change in New Savings Proposals

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|---|---------|---------|---------|---------|---------|---------|
| New savings in Consultation | (4,278) | (382) | (42) | (76) | 1 | (4,777) |
| Revised after consultation: | | | | | | |
| Affordable Rent increase deferred for 1 year | 95 | (95) | | | | 0 |
| Land disposal programme | 20 | | | | | 20 |
| Savings Recategorised: | | | | | | |
| SAV2107 included the use of £0.110m reserves which is now shown as a use of reserves rather than a saving | 110 | (110) | | | | 0 |
| Reduced costs of Senior Management Structure due to join management team with Oxfordshire County Council (previously included within Corporate Costs) | (120) | | | | | (120) |
| Revised new savings figure | (4,173) | (587) | (42) | (76) | 1 | (4,877) |

3.2.22 Table 6 provides a breakdown of how the total savings of £4.4m for 2021/22 are allocated across the Directorates.

Table 6: Savings Proposals

| Directorate | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | Ongoing Impact £000 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------------|
| Adults & Housing | (518) | 0 | 0 | 0 | 0 | (518) |
| CDA&I | (559) | (135) | 168 | 1 | 1 | (524) |
| CODR | (1,168) | 5 | 0 | 0 | 0 | (1,163) |
| Environment & Place | (1,307) | (853) | (310) | (122) | 0 | (2,592) |
| Exec Matters | 0 | 0 | 0 | 0 | 0 | 0 |
| PH & Wellbeing | (811) | 391 | 0 | (13) | 0 | (433) |
| Total Savings Proposals | (4,363) | (592) | (142) | (134) | 1 | (5,230) |
| Prior Year Savings | (190) | (5) | (100) | (58) | 0 | (353) |
| New Savings | (4,173) | (587) | (42) | (76) | 1 | (4,877) |
| Total Savings Proposals | (4,363) | (592) | (142) | (134) | 1 | (5,230) |

3.2.23 All of the pressures and savings proposals are included in the proposed budget for 2021/22 which would allow a balanced and legal budget to be set.

Executive Matters

3.2.24 Executive Matters includes non-service costs including borrowing costs, interest receivable, contributions to reserves and a new Policy Contingency budget. The Executive Matters budget also includes the new one-off grants received that do not form part of the usual base funding of the Council.

3.2.25 COVID-19 has had a significant impact on the finances and services of the Council in 2020/21 and this will continue into 2021/22 and beyond. As it is unclear what the

impacts of COVID-19 will be in 2021/22 the Council has introduced a Policy Contingency for COVID-19 in 2021/22 of £2.7m. This contingency is to protect the Council in case it suffers losses of income or increases to contract costs compared to the normal budget position.

3.2.26 In addition, the Council has introduced an inflation contingency and a redundancy and pension fund strain contingency. Table 7 shows the provisions that have been made in the Policy Contingency budget:

Table 7: Contingencies

| Policy Contingency | 2021/22 £000 |
|--|-------------------------|
| Inflation Contingency | 500 |
| Planning Fees | 275 |
| Leisure Contract | 700 |
| Commercial Income | 1,603 |
| Redundancy and Pension Fund Strain Contingency | 250 |
| LCTS Hardship Fund | 159 |
| Total | 3,487 |

3.2.27 Table 8 Below shows the movement from the approved 2020/21 budget to the draft budget for 2021/22.

Table 8: Budget Movement from 2020/21 to 2021/22

| Directorate | 2020/21 Budget | Pressures | Savings Proposals | Capital Impact | Corporate Changes | Use of Reserves | Grants | Inflation | 2021/22 Budget |
|-----------------------|---------------------------|------------------|------------------------------|---------------------------|------------------------------|----------------------------|----------------|------------------|---------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Adults & Housing | 2,906 | (820) | (518) | | | 324 | | (32) | 1,860 |
| CDA&I | 396 | 704 | (559) | (5) | (597) | 250 | | (59) | 130 |
| CODR | 6,834 | 64 | (1,168) | (72) | | 5 | (55) | (120) | 5,488 |
| Environment & Place | 8,654 | 147 | (1,307) | (30) | | (524) | | (214) | 6,726 |
| Exec Matters | 3,716 | 62 | 0 | | (1,011) | 1,904 | (1,775) | 0 | 2,896 |
| PH & Wellbeing | 3,097 | (420) | (811) | | | (64) | | 26 | 1,828 |
| Policy Contingency | | 2,987 | | | | | | 500 | 3,487 |
| 2021/22 Budget | 25,603 | 2,724 | (4,363) | (107) | (1,608) | 1,895 | (1,830) | 101 | 22,415 |

Council Financing

3.2.28 In addition to the income streams recorded in the Net Cost of Services, the council funds the balance of its activities from the following sources:

3.2.29 Business Rates related income

The national Business Rates Retention systems separates business rates related income covers a number of different income and expenditure streams:

- CDC's share (40%) of locally retained business rates income. The remaining shares go to the Government (50%) and Oxfordshire County Council (10%)
- The Government will also charge CDC a tariff of £29.1m in 2021/22 as a way to redistribute resources around local government based on need.
- Section 31 Grants paid to compensate CDC for Government changes to the business rates which has resulted in CDC generating lower business rates income than it otherwise would have done.
- A levy charged by the Government on growth in business rates above a baseline determined by the Government.
- CDC has entered a pooling arrangement with the other councils in Oxfordshire to ensure that this growth is retained within the county. CDC is able to retain an element of this "pooling benefit".

The resources retained by the Council from business rates are summarised in Table 9.

Table 9: Resources retained from business rates related income 2021/22

| Business Rates Breakdown | 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Business Rates | (38,215) | (1,139) | (1,173) | (1,208) | (1,245) |
| Business Rates Collection Fund (Surplus) / Deficit | 339 | (310) | | (29) | |
| Business Rates Levy | 1,957 | (1,767) | 199 | 209 | 220 |
| Business Rates Pooling Gain | (900) | 773 | (132) | (140) | (146) |
| Business Rates Tariff | 29,072 | 5,763 | 696 | 711 | 725 |
| Business Rates Tariff Adjustment | 1,165 | (1,165) | | | |
| S31 grants | (3,612) | 3,612 | | | |
| Grand Total | (10,194) | 5,767 | (410) | (457) | (446) |

CDC must also take account of how the level of business rates collected in 2020/21 compares to the estimate it made when setting the budget for 2020/21. This is summarised in Table 10 below and has been taken into account in setting the budget.

Table 10: Business Rates (Surplus)/Deficit Calculation

| Business Rates Deficit | 2021/22 £000 |
|--|-------------------------|
| 2019/20 deficit | 310 |
| 2020/21 deficit relating to business rates reliefs | 22,867 |
| Use of S31 Reserve | (22,867) |
| 1/3 2020/21 deficit ¹ | 29 |
| Business Rates Deficit | 339 |

¹ The 2020/21 estimated deficit is able to be spread equally across 2021/22, 2022/23 and 2023/24

2020/21 was an exceptional year due to the implications of COVID-19. Shortly after CDC set the 2020/21 budget for business rates income, the Government announced business rates reliefs to assist businesses through the economic challenges of the pandemic. This resulted in a significantly greater deficit than in a normal year. To support local government the Government provided grant payments in lieu of the lost business rates income. CDC has held these grants in reserves in 2020/21 which will be used in 2021/22 used to offset a large proportion of the total 2020/21 deficit.

3.2.30 Other Grants

Grants supporting the Net Budget:

New Homes Bonus: The Council expects to receive £4.4m in 2021/22. Funding is then anticipated to taper away as the Government phases out New Homes Bonus. It is not known what the Government intends to replace this regime with; a consultation is expected in 2021/22.

Revenue Support Grant: Due to the roll forward of funding, the Council expects to receive £0.1m in 2021/22 which has increased in line with inflation compared to last year. RSG is then expected to be zero in future years.

Grant Funding within the Net Cost of Services:

The Government announced a new one-off Lower Tier Grant for 2021/22 to ensure that the Council did not suffer a reduction in the allocations of funding received from Government. The Council will receive £0.9m.

The Council has also been allocated one-off funding in 2021/22 in acknowledgement of some of the costs of COVID-19. The Council will receive £0.7m in General COVID Funding and £0.2m in Local Council Tax Support Grant.

The Council also receives ringfenced grants for specific purposes. These are allocated directly to the Directorates to be spent in line with the grant conditions. A breakdown of all grant income assumed within the budget is at Appendix 10.

3.2.31 Council Tax

The council tax requirement of CDC is £7.7m and the taxbase has been set at 55,615.9. A £5 increase to the rate of Council Tax has been assumed; from £133.50 to £138.50. This is the maximum increase the Council can propose, without the need to hold a referendum.

The Council has considered the amount of council tax that it anticipates it will collect in 2020/21 compared to the estimate it made when setting the 2020/21 budget. After taking into consideration Government legislation to spread deficits in council tax collection relating to 2020/21 over three years, the Council expects there to be a deficit to be taken into account of £0.021m.

Table 11: Breakdown of Council Tax Income

| | £000 |
|-------------------------------|---------|
| Council Tax (Surplus)/Deficit | 21 |
| Council Tax Requirement | (7,703) |
| Council Tax Income | (7,682) |

3.2.32 The budget for 2021/22 therefore is balanced by these sources of funding as demonstrated in Table 12.

Table 12: Financing of Net Budget 2020/21

| Full Budget | £000 |
|-----------------------|----------|
| Net Cost of Services | 22,415 |
| Financed by: | |
| Revenue Support Grant | (116) |
| Council Tax | (7,682) |
| Business Rates | (10,194) |
| New Homes Bonus | (4,423) |
| Balance | 0 |

3.3 Capital and Investment Strategy

3.3.1 The Capital and Investment Strategy is included at Appendix 16 and reflects the requirements of the Prudential Code including for the Chief Finance Officer to report explicitly on the deliverability, affordability and risks associated with the Strategy.

3.3.2 The Capital and Investment Strategy aims to set a clear framework for capital decision making alongside the Council's Business Plan, vision, and priorities. The Capital Strategy is closely aligned with the Council's service plans, asset review and plans.

Capital Programme

3.3.3 The capital programme sets out a plan for investment in 2021/22 and 2022/23. It forms an integral part of the Council's core activity and is an important part of the MTFS.

3.3.4 Capital expenditure can be funded from Revenue, Capital Receipts, Capital Grants, Internal or External Borrowing. External Borrowing is used to manage the cashflow requirements of the Council and whilst it is used to finance the capital programme, it is not linked to individual projects. Details of the Council's expected borrowing for 2021/22 are included in the Treasury Management suite of strategies which are scrutinised by the Accounts, Audit and Risk Committee and included in Appendix 17. These were reviewed in draft form and were recommended to the Executive at the meeting on 20 January 2021.

3.3.5 Table 13 below details the capital investments proposed for 2021/22 (detailed proposals can be found in Appendix 14). Where these result in a revenue cost or savings, these have been adjusted for in the Net Cost of Services. A list of all proposals in the full capital programme is set out in Appendix 15. The financial implications of these are incorporated into the MTFS.

Table 13 – Capital Bids 2020/21 through to 2025/26

| Directorates | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | Total Project Cost £000 |
|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------------------------|
| Environment & Place | 1,340 | 244 | 0 | 0 | 0 | 1,584 |
| CDA&I | 812 | 1370 | 0 | 0 | 0 | 2,182 |
| CODR | 800 | 0 | 0 | 0 | 0 | 800 |
| Grand Total | 2,952 | 1,614 | 0 | 0 | 0 | 4,566 |

3.4 Reserves

3.4.1 Reserves are held to ensure the Council can manage and mitigate current and future risk and spending plans. The Council has carried out a comprehensive review of its reserves as part of the Budget and Business Planning Process and has developed a new reserves policy attached at Appendix 11. This has enabled the Council to hold larger, more strategic reserves, rather than smaller earmarked reserves and will allow the Council to use its reserves in a more flexible manner. The Council will regularly review its level of reserves to ensure they remain adequate and appropriate and will be monitored throughout 2021/22.

3.4.2 Table 14 below shows a summary of the forecast reserves position for 2021/22 to 2025/26. The final outturn position for 2020/21 will be reported to the Executive in April 2021 and the Accounts, Audit and Risk Committee in May 2021, as part of the Council's Accounts. Appendix 13 provides a breakdown of the proposed use of reserves for 2021/22 and an estimate of how reserves are currently expected to be used to 2025/26.

Table 14 – Forecast Use of Reserves

| | Forecast Balance 1 April 2021 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Expected Balance 1 April 2026 |
|-----------------------|-------------------------------------|---------------|--------------|--------------|----------------|----------------|-------------------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| General Balances | (5,000) | 0 | 0 | 0 | 0 | 0 | (5,000) |
| Earmarked Reserves | (16,311) | (505) | (1,064) | 3,515 | (1,620) | (1,620) | (17,605) |
| Revenue Grants | (24,337) | 21,968 | 350 | 217 | 0 | 0 | (1,802) |
| Capital Reserves | (1,717) | 0 | 0 | 0 | 0 | 0 | (1,717) |
| TOTAL RESERVES | (47,365) | 21,463 | (714) | 3,732 | (1,620) | (1,620) | (26,124) |

3.4.3 A risk assessment has been carried out on the level of general balances that CDC holds which is detailed in Appendix 12. This sets out that CDC should hold general balances of £5m. The review of reserves referred to above has enabled the Council to hold a £5m general balance in 2021/22 in line with the risk assessment.

3.4.4 It is the duty of the Section 151 Officer to ensure that the Council retains reserves at a level which provides the Council with financial resilience both in setting the budget for 2021/22 but also looking into the medium term and the MTFs. Reserves can be used for one-off expenditure but should not be used to finance ongoing Council activities.

3.5 Medium Term Financial Strategy

Proposed Changes to Local Government Funding 2022/23 and beyond

3.5.1 The Council expects that local government funding will be changing in 2022/23. Whilst there is not clarity of the precise impact of these changes, there have been a number of national consultations and working groups that have been reviewing the options. The Council has been able to model the most likely scenario and therefore consider what impact this is likely to have for CDC from 2022/23 onwards. It can be broken down as follows:

Business Rates Retention Consultation

3.5.2 The Government has previously consulted on proposals for setting up a reformed business rates retention system to which we are awaiting the outcome. The consultation outlined proposals to update the balance of risk and reward to better reflect the wider context for local authorities, now likely in 2022/23, mitigate volatility in income and simplify the system. It is proposed that:

- the baseline be reset – this would impact CDC significantly as the Council has been consistently collecting above the baseline and retaining 50% of that

growth under the current retention scheme. The Council is assuming a reset is introduced in 2022/23, which will significantly reduce the level of resource available to the Council.

- Councils (as a whole sector) would retain 75% of business rates growth above the baseline which would eventually move to 100% retention – however, with the baseline reset, this will be 75%/100% of far less until our growth above the baseline increases again.
- Resets are likely to be more frequent in future than they have previously been

Fair Funding Review Consultation

3.5.3 Government funding of local authorities is based on an assessment of need. The Government intends to simplify the way need is determined and to make the formula more objective and transparent. The Council provided feedback to the government consultation on the assessment of needs, resources and transitional arrangements in 2019. The consistent intelligence from various local government finance experts that the Council has consulted, is that the Fair Funding Review when applied, will reduce government funding available to CDC. However, until a consultation on proposed new arrangements is released by the Government there is no way to accurately forecast the impact of this. Therefore, the Council has assumed the impact is neutral within the MTFS and has been considered as part of the risk assessment of reserves. The implications of the Fair Funding Review are likely to be significantly less than those of the business rates reset.

MTFS Funding Gap

3.5.4 The MTFS as presented in the table below represents the likely scenario without the benefit of any national transition funding to compensate for the loss of funding following a business rates reset. Planning on this basis is both prudent and sensible and ensures that the Council can respond to any changes coming forward and remain financially sustainable. It is important to note that 2021/22 reflects a balanced budget although this does include the planned use of one-off funds from some earmarked reserves. The net use of reserves in 2021/22 is shown above in Table 14 (£21.5m). A full schedule of the use of reserves can be found in Appendix 13. For 2022/23 an ongoing funding gap has been identified and the Council has established a strategy that will shape how it looks to review opportunities to reduce this gap and balance the budget in 2022/23.

3.5.5 Table 15 below sets out the Council's future funding estimates. There remains much uncertainty regarding this position over the medium term with the upcoming changes proposed relating to the Fair Funding Review, Business Rates and the New Homes Bonus. However, estimates are based on the most recent information available from the Government which forecasts the effects of these changes to be in the region of a 30% reduction in funding. This is a result of:

- the phasing out of New Homes Bonus beyond legacy payments and the one-off payment in relation to growth in 2020/21 payable in 2021/22
- the business rates baseline reset and growth at 1% thereafter (the Council has grown business rates significantly in recent years and this baseline reset results in the Council losing the benefit of this growth)
- the cessation of Revenue Support Grant, with the exception of the one-off payment in 2021/22

- Council Tax increases of £5 per annum with on average 1.6% annual growth of the Council tax base from 2022/23
- No assumptions have been made that we will receive any transitional finance support. We are aware that if this is available it is likely to be based on “Core Spending Power” which is a measure used by central government that does not include the impact from the loss of retained business rates. Given Cherwell’s significant growth over and above expectations in terms of business rates, we may not receive any financial protection from this drop in income.

3.5.6 The MTF5 indicates that, with all of the assumptions around national funding changes, Cherwell will have a gap between its net budget requirement and its funding as shown in table 15 below.

3.5.7 Table 15 below also does not take account of any future spending reviews for local government as a whole where, along with our peers across all tiers of local government, CDC need to provide evidence and arguments about the totality of funding for CDC services. CDC has always taken an active role in these 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).

Table 15: MTF5 2021/22 – 2025/26

| MTFS Movements | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--------------------------------|-----------------|--------------|----------------|--------------|--------------|
| | £000 | £000 | £000 | £000 | £000 |
| Base budget brought forward | 25,603 | 0 | 0 | 0 | 0 |
| Service Pressures | 2,724 | (3,384) | (619) | 370 | 12 |
| Service Savings Proposals | (4,363) | (592) | (142) | (134) | 1 |
| Capital Impact | (107) | (43) | 45 | 0 | 0 |
| Corporate changes | (1,608) | 4,941 | (1,836) | (389) | 45 |
| Inflation | 101 | 493 | 494 | 494 | 495 |
| Use of reserves | 1,895 | (4,125) | 321 | 0 | 0 |
| Additional government grants | (1,830) | 1,830 | 0 | 0 | 0 |
| Net Budget Requirement | 22,415 | (880) | (1,737) | 341 | 553 |
| Revenue Support Grant | (116) | 116 | 0 | 0 | 0 |
| Council Tax | (7,682) | (403) | (428) | (448) | (405) |
| Business Rates | (10,194) | 5,767 | (410) | (457) | (446) |
| New Homes Bonus | (4,423) | 2,656 | 1,767 | 0 | 0 |
| Total Income | (22,415) | 8,136 | 929 | (905) | (851) |
| Funding Gap / (Surplus) | 0 | 7,256 | (808) | (564) | (298) |

How we Plan to Address the MTFG Gap

3.5.8 The Council has developed a strategy to meet the challenges highlighted in the MTFG which will include:

- Continue its partnering arrangements in the future including:
 - a) alignment with Oxfordshire County Council services where this will benefit our residents and businesses and make financial sense to do so
 - b) joint contracting and commissioning arrangements
 - c) continuing our journey to transform the way in which we deliver with other partners
- Overarching review of the Council's priorities for 2022/23 and beyond and alignment of the Council's resources in order to maximise delivery against these. This will require savings proposals to be identified that focus on those areas that are of a lower priority to the Council.
- Begin a fundamental review of the services provided by CDC, taking into account the changing needs of the residents of Cherwell. Ensure future service provision is focussed on the delivery of the Council's priorities.
- Considering further approaches to maximise the levels of income the Council can generate to support frontline services.
- "Growing our way" out of trouble by identifying opportunities with the right business cases
- Continuing to lobby policy makers, highlighting where we have been delivering growth and driving benefits to others

Financial Resilience Assessment

3.5.9 CIPFA's Financial Resilience Index is designed to support and improve discussions surrounding local authority financial resilience. It shows a council's performance against a range of measures associated with financial risk, including the level of earmarked reserves and general balances. The Index is a comparative tool to be used to support good financial management and generate a common understanding of the financial position within authorities.

3.5.10 The index considers both the value of general balances and earmarked reserves compared to councils' net revenue budget. While earmarked reserves are held for specific purposes, they can be called upon to meet unexpected costs or provide short term funding to enable long term recovery plans to be put in place.

3.5.11 Due to the impact of COVID-19, the publication of the Financial Resilience Index based on 2019/20 data has been delayed.

3.5.12 In respect of the index published in December 2019, CDC compared itself against its statistical neighbours. Whilst acknowledging that the Council does have a high level of debt compared to others, the repayment of this is factored into the MTFG. The Council's level of reserves is in a relatively healthy position compared to other similar authorities. The Council's biggest financial risk is the business rates reset which the Council is planning for. Taking these into account, whilst the Council clearly still has more to do, it is in a relatively stable position

3.6 Climate Action

3.6.1 In 2019, CDC declared a climate emergency and committed to prioritising climate action in decision making. More recently, a climate action framework was approved that commits the council to:

- Being carbon neutral in its operations by 2030
- Enabling a zero-carbon Cherwell by 2030.

3.6.2 In developing budget proposals, services were asked to assess how their plans affected the Council's ability to reduce its emissions from buildings, fleet, staff travel, purchased products and services (including construction) and to enable emission reductions at a district-wide level.

3.6.3 Proposals were identified that will help reduce carbon emissions, particularly those involving service digitalisation. Potential reductions come from reduced staff mileage where services are delivered remotely, a decrease in energy consumption due to a reduced property footprint, and fewer emissions related to print and delivery from digitising publications. Direct reductions are also identified in the rephasing of LED lighting projects, which will deliver an additional reduction in carbon emissions of 13.44 tonnes of CO₂e per year.

3.6.4 Changes in waste collection arrangements have been identified as having the potential to lead to an increase in carbon emissions. Firstly, growth in the bulky waste collection service and the introduction of weekly food collection services may lead to a small increase in fleet mileage and emissions. This may be mitigated by a reduction in emissions due to waste being diverted from landfill and more food waste being used to produce green electricity through anaerobic digestion treatment. The service will continue to look at replacing diesel-powered vehicles with electric when the technology becomes available.

3.6.5 Secondly, the introduction of a charge for garden waste collection may encourage residents to travel to Household Waste Recycling Centres and increase private mileage. However, this risk is mitigated by the low service charge proposed and the availability of home composting options.

4.0 Conclusion and Reasons for Recommendations

4.1 This report provides information around the various building blocks that make up the proposed budget for 2021/22 and beyond, allowing members to consider and scrutinise the elements of the budget and provide advice and guidance to Council to help further shape both budget setting for 2021/22 and the MTFs for 2021/26.

5.0 Consultation

5.1 CDC undertook a comprehensive consultation on its budget savings proposals for 2021/22. The revenue budget savings proposals were consulted on between 8 December 2020 and 8 January 2021. The public and businesses were given the opportunity to provide feedback on all savings proposals indicating whether they were supported or not. Additionally, comments explaining why savings proposals were supported or not could also be provided. Responses were received from 383 people and organisations. The responses to the consultation have been considered

in arriving at the final proposals contained within this report. A summary of the consultation responses is contained in Appendix 7.

- 5.2 The Budget Planning Committee considered the revenue budget pressures and savings proposals in a report on 15 December 2020. The Budget Planning Committee met on 5 January 2021 to consider the capital bids and slippage from 2020/21. Its comments have been taken into account in arriving at these proposals and are summarised in Appendix 8.
- 5.3 The Accounts, Audit and Risk Committee considered and recommended to full Council the Treasury Management Strategies and the associated Appendices on 20 January 2021.
- 5.4 The Overview and Scrutiny Committee considered the Business Plan on 12 January 2021.

6.0 Alternative Options and Reasons for Rejection

- 6.1 It is a legal requirement to set a balanced budget and the recommendations as outlined set out a way to achieve this. The following alternative option has been identified and rejected for the reasons set out below.

Option 1: To reject the current proposals and make alternative recommendations. Members will not be aware of the medium-term financial forecast or implications of alternatives if they choose to take this option.

7.0 Implications

Financial and Resource Implications

- 7.1 The financial implications are set out in this report. The Council has a statutory duty to set a balanced budget and could be subject to intervention of the Secretary of State if it failed to do so.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845,
Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council is legally required to set a balanced budget each year, the legal framework for which is set out in the main body of this report. Officers consider the recommendations will achieve this if approved by full Council.

Comments checked by:

Chris Mace, Solicitor, 01295 221808, christopher.mace@cherwell-dc.gov.uk

Risk Implications

- 7.3 The Business Plan and MTFs are linked in the Leadership Risk Register which is reported monthly. The report also highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes and unforeseen events during the year. Any increase in risk will be escalated through to the Leadership Risk Register.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes,
louise.tustian@cherwell-dc.gov.uk, 01295 221786

Equality and Diversity Implications

- 7.4 The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.
- 7.5 In developing budget and business planning proposals, all services have considered the potential impact of change with respect to equality, diversity and inclusion, in line with our new framework: Including Everyone. Where a potential material service impact has been identified, an initial Equality Impact Assessment has been completed and these are available as background papers to this report. An overarching summary impact assessment, taking into account the overall impact of the budget proposals is published as Appendix 6.

Comments checked by:

Robin Rogers, Head of Strategy, 07789923206,
robin.rogers@cherwell-DC.gov.uk

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Cllr Tony Ilott, Lead Member for Financial Management and Governance

Document Information

Appendix number and title

- Appendix 1 – Business Plan
- Appendix 2 – Savings Proposals
- Appendix 3 – Revenue Pressures
- Appendix 4 – Revenue Impacts of Capital
- Appendix 5 – Fees and Charges Schedule
- Appendix 6 – Equality Impact Assessment
- Appendix 7 – Consultation Responses Report
- Appendix 8 – Budget Planning Committee Responses to Budget Proposals
- Appendix 9 – Gross Service Budget, Income, Net Budget and Future Years MTFs Changes by Directorate
- Appendix 10 – Revenue Grants
- Appendix 11 – Reserves Policy
- Appendix 12 – Reserves Assessment
- Appendix 13 – Forecast Use of Reserves
- Appendix 14 – Capital Bids
- Appendix 15 – Capital Programme
- Appendix 16 – Capital and Investment Strategy
- Appendix 17 – Treasury Management Strategy
- Appendix 18 – Property Investment Strategy (Covered at Agenda Item 7)
- Appendix 19 – Pay Policy Statement

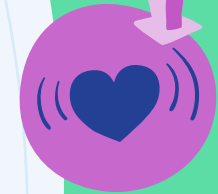
Background papers

[Equality Impact Assessments of Savings Proposals](#)

Report Author and contact details

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joanne.kaye@cherwell-dc.gov.uk

Cherwell District Business Plan 2021-2022



As we work to address the challenges of the pandemic and continue our journey to zero carbon, a clear vision of what we want to achieve has never been more important.

In local government, we need to be good at dealing with change in order to excel. That doesn't just mean reacting to external factors, it means being willing to grow as an organisation, and able to transform the way we work to meet our residents' needs.

A lot has happened in the year since our last business plan was published. But our underlying vision for Cherwell has not. This plan underscores our commitment to working with communities to shape a district where it is easier to lead an active, happy lifestyle, and one where it is easier to find professional fulfilment without a long commute.

This year we have seen the impact that COVID-19 has had on local communities and we recognise that this impact has been felt differently. The Black Lives Matter movement was a standout feature of last year, and it was a reminder for public bodies everywhere of the need to renew their commitment to reflecting local communities and celebrating their diversity. Following a listening exercise last year, we are continuing our work to ensure this is reflected in everything we do, for all the communities and residents we serve.

The climate crisis is another issue that will not go away simply because of our focus necessarily being on coronavirus. So, this business plan renews our commitment to becoming carbon

neutral by 2030, which includes an increase in the number of people walking and cycling, protecting, conserving and enhancing carbon capture and storage through our natural environments, and thinking differently about planning for local, renewable generation.

The changing nature of funding for local councils is also an area of activity we have needed to focus closely on. Uncertainties about the future of important funding streams such as New Homes Bonus and Business Rates, and the loss of income caused by the COVID measures, have forced us to make some very difficult decisions, which for the first time will affect some of our frontline services.

We continue to listen to you, our residents, and to prioritise our resources where we know they will have the greatest impact. By making responsible choices now and putting ourselves on a sustainable footing, we can keep supporting the district's recovery from COVID-19 and continue our work to make Cherwell a healthier and more prosperous place to live and work.



Councillor Barry Wood
Leader of Cherwell District Council



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Our priorities:

Housing that meets your needs



- Deliver affordable housing
 Raise standards in rented housing;
 Support our most vulnerable residents;
- Promote innovative housing schemes;
 - Deliver the Local Plan;
 - Support vulnerable people.



Leading on environmental sustainability



- Deliver on our commitment to be carbon neutral by 2030;
- Promote the Green Economy;
- Increase recycling across the district;
- Protect our natural environment and our built heritage;
- Work with partners to improve air quality in the district;
- Reduce environmental crime.

An enterprising economy with strong and vibrant local centres



- Support business retention and growth;
- Develop skills and generate enterprise;
- Secure infrastructure to support growth in the district;
- Secure investment in our town centres;
- Promote the district as a visitor destination;
- Work with businesses to ensure compliance and promote best practice.



Healthy, resilient and engaged communities



- Provide opportunities to support active lifestyles;
- Improve and develop the quality of local sport and leisure facilities;
- Promote health and wellbeing in our communities to help create a more inclusive 'Including Everyone' community and workplace;
- Support community and cultural development;
- Work with partners to address the causes of health inequality and deprivation;
- Work with partners to reduce crime and anti-social behaviour.



Delivery themes:

Customers

Deliver high quality, accessible and convenient services that are right first time.



Healthy Places

Work collaboratively to create sustainable, thriving communities that support good lifestyle choices.



Climate Action

Transform our organisation to deliver its carbon neutral commitments.



Continuous Improvement

Make the best use of our resources and focus on improvement, innovation and staff development to maintain and enhance services.



Partnerships

Work with partners to improve the services we provide for our residents and communities.



Covid-19 Recovery

Work with partners in the health and voluntary sectors to help our local business and residents respond to the challenges of the COVID-19 pandemic and support our communities to recover from the longer term social and economic impacts.



Including Everyone

Our Equalities, Diversity and Inclusion framework outlines how we plan to create an inclusive community and workplace in Cherwell, through fair and equitable services.

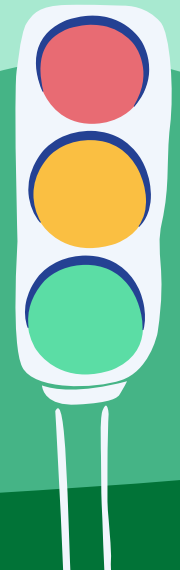


Performance Management Framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2021 business plan and the priorities of the council. These targets, measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delay.

To measure performance a 'traffic light' system is used. Where performance is on, or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicates performance is off target.

The monthly performance cycle also includes the management and reporting of risk and financial information; providing an holistic overview of the councils' progress against it's strategic priorities and delivery themes as set out earlier in this business plan.



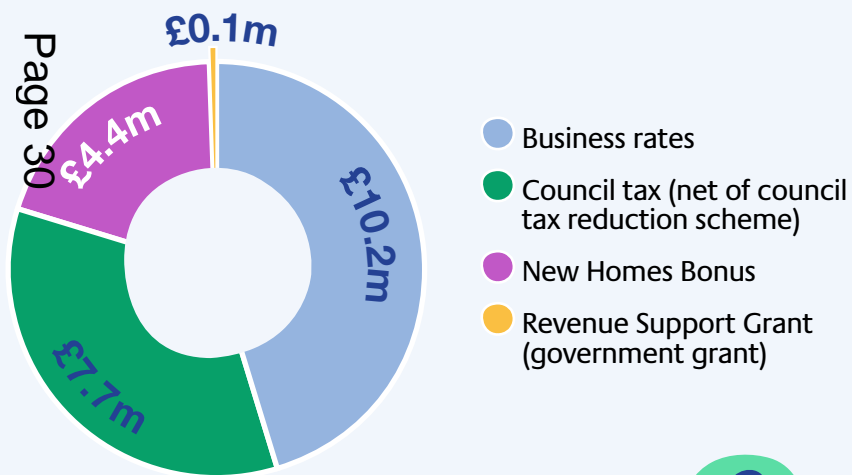
Council funding



Where our money comes from

Thirty-four per cent of our funding for services comes directly from council tax, with the rest coming from, New Homes Bonus Scheme, business rates and government grants.

2021/22 funding sources



How we generate income

We generate income by asking people and organisations to pay fees and charges for some of our services such as for planning, car parking and for licences. We also receive rental income from properties the council owns such as Castle Quay and Pioneer Square.



Contact us



Get in touch

If you have any additional feedback, please contact us using any of the methods below.

Find and email your ward councillor here:

Call customer services:

01295 227001



Write:

Cherwell District Council
Customer Services
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

| CDC 21/22 Savings Proposals - Adults & Housing | | | | | | | | |
|---|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| SAV008 | Existing | Saving from joint commissioning of debt and money advice | (15) | | | | | (15) |
| SAV2107 | New | The Housing Service will be reviewed and redesigned to increase income generation, reduce overheads, release reserves and restructure the establishment in line with service priorities. | (433) | | | | | (433) |
| SAV2108 | New | A reduction in overheads within Housing and restructure the debt and money advice contract. | (48) | | | | | (48) |
| SAV2112 | New | Ensure that civil penalties are rigorously imposed and recovered in all appropriate cases in order that income is maximised. | (40) | | | | | (40) |
| CEDR | New | Net cost to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council. | 18 | | | | | 18 |
| Adults & Housing Total Savings Proposals | | | (518) | 0 | 0 | 0 | 0 | (518) |

| CDC 21/22 Savings Proposals - Public Health & Wellbeing | | | | | | | | |
|--|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| SAV022 | Existing | Reduce the support to the Museum to reflect their ability to begin charging for events. | | | | (13) | | (13) |
| SAV2132 | New | Restructuring of the Healthy Place Shaping team. | (117) | | | | | (117) |
| SAV2119 | New | Maintain the core grant to Banbury Museum but review additional support for utility costs that the Museum Trust will become responsible for. | (48) | | | | | (48) |
| SAV2122 | New | Correction of revenue budget to better reflect costs across all leisure facilities. | (12) | | | | | (12) |
| SAV2115 | New | Delivering Sports and Physical Activity in new ways and working in partnership to reduce the amount spent on venue hire, external coaches and equipment. | (31) | | | | | (31) |
| SAV2128 | New | Additional income from Oxfordshire County Council to pay for administering the Councillor Priority Fund. | (23) | | | | | (23) |
| SAV2124 | New | Reduce the grant payment to The Mill Arts Centre Trust. | (65) | | | | | (65) |
| SAV2116 | New | Developing new models of delivery to make more use of the Youth Activators in school holidays. | (20) | | | | | (20) |
| SAV2123 | New | Working with partners to make Stratfield Brake more accessible and need less subsidy to operate well . | (45) | (4) | | | | (49) |
| SAV2117 | New | One-off reduction in the cost of the leisure contract linked to repairs and maintenance requirements. | (400) | 400 | | | | 0 |
| SAV2118 | New | Income generation from sports pitches. | (29) | (5) | | | | (34) |
| SAV2127 | New | Provide Community First Oxfordshire with core grant only (for provision of rural community and new community development advice services) and reviewing funding available for community partnership initiatives. | (19) | | | | | (19) |
| SAV2199 | New | Review funding to the Citizen's Advice Volunteer Connect service. Deliver some elements of reshaped service in house. | (18) | | | | | (18) |
| CEDR | New | Net cost to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council. | 16 | | | | | 16 |
| Public Health & Wellbeing Savings Proposals Total | | | (811) | 391 | 0 | (13) | 0 | (433) |

| CDC 21/22 Savings Proposals - Commercial Development Assets & Investments | | | | | | | | |
|--|-----------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| SAV2105 | New | Increase income from licensing and chargeable work in Environmental Health. | (30) | | | | | (30) |
| SAV2133a | New | Establish a joint CDC/Oxfordshire County Council Property Service by sharing resources and functions. Efficiency savings are expected to be identified through the transformation and efficiency project. | (304) | (76) | | | | (380) |
| SAV2133b | New | Temporarily reduced spend on utilities due to reduced occupancy of Bodicote House. | (30) | | 30 | | | 0 |
| SAV2133c | New | Savings arising from closure of the Stables Café. | (59) | | | | | (59) |
| SAV2133d | New | Removal of planned LED lighting project at Bodicote House. This has been replaced with LED lighting projects across other properties. | (16) | (61) | 120 | | | 43 |
| SAV2173 | New | Replace agency with contracted staff; increase External Income from Developers in Legal. | (100) | | | | | (100) |
| SAV2139 | New | Removal of previously agreed project review funding within Growth and Commercial. | (16) | | 16 | | | 0 |
| SAV2140 | New | Charge appropriate salary costs to Crown House. | (23) | | | | | (23) |
| SAV2141 | New | Removal of vacant post within Growth and Commercial. | (11) | 2 | 2 | 1 | 1 | (5) |
| CEDR | New | Net cost to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council. | 30 | | | | | 30 |
| Commercial Development Assets & Investments Savings Proposals Total | | | (559) | (135) | 168 | 1 | 1 | (524) |

| CDC 21/22 Savings Proposals - Customers, Organisational Development & Resources | | | | | | | | |
|--|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| SAV2138 | New | Removal of legal budget no longer required within Finance. | (20) | | | | | (20) |
| SAV2198 | New | One-off reduction in contract costs due to expectation that stretch performance targets unlikely to be met for one year. | (114) | 114 | | | | 0 |
| SAV2158 | New | To reduce the annual budget of Computer Hardware Expenses due to a reduced hardware demand currently. | (1) | | | | | (1) |
| SAV2159 | New | To increase the Land Charges income by increasing our local standard search fee by £15 from £170 to £185. | (21) | | | | | (21) |
| SAV2160 | New | To reduce the annual budget of mileage, stationery and paper due to an increased use of working from home and digital methods in customer services. | (7) | | | | | (7) |
| SAV2166 | New | To remove the 4 Cash and Card payment machines located at the Cherwell District Council Offices in order to reduce costs associated with accepting these payments. Alternative payment options include cash payment at Post Offices, Pay Zone or banks, online, direct debit or telephone payment. | (21) | | | | | (21) |
| SAV2169 | New | To reduce the annual budget for postage as a result of ongoing increase in use of digital methods of accessing and sending correspondence and information. | (5) | | | | | (5) |
| SAV2157 | New | Reducing Staffing Costs within Customer Services. | (122) | | | | | (122) |
| SAV2167 | New | To close the LinkPoint offices, and provide appointment services by phone and online, with face to face appointments at Bodicote House only. | (10) | | | | | (10) |
| SAV2155 | New | Hold three vacancies across Communications, Strategy and Insight. | (21) | 21 | | | | 0 |
| SAV2153 | New | Deliver business administrative support to directors through a shared provision across Oxfordshire County Council and CDC. | (149) | | | | | (149) |
| SAV2154 | New | Establish a charged videography and design service for external customers. | (20) | | | | | (20) |
| SAV2156 | New | Savings achieved by reducing consultants fees, Cherwell Link moving online, no longer contributing to District Data post and various other non-pay budget lines across Communities, Strategy and Insight. | (175) | | | | | (175) |
| SAV2172 | New | This proposal will deliver targeted savings across Digital & IT. It will require capital funding to deliver and will take 12 to 18 months to achieve. | (363) | (130) | | | | (493) |
| SAV2188a | New | Service redesign in the HR Transactional Team due to the roll out of i-Trent. | (27) | | | | | (27) |
| SAV2188b | New | No graduate trainee will be recruited by CDC in the current round. | (16) | | | | | (16) |
| SAV2188c | New | Reduction in training budget. We believe this can be achieved without a significant impact because a lot of training delivery has been moved to on-line delivery reducing cost and associated travel costs. | (15) | | | | | (15) |
| CEDR | New | Net saving to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council. | (61) | | | | | (61) |
| Customers, Organisational Development & Resources Savings Proposals Total | | | (1,168) | 5 | 0 | 0 | 0 | (1,163) |

| CDC 21/22 Savings Proposals - Environment & Place | | | | | | | | |
|--|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| SAV025 | Existing | Increasing car parking charges. | (175) | (5) | (100) | (45) | | (325) |
| SAV2101a | New | New repairs and maintenance contract at lower cost to current approach and service redesign. | (153) | | | | | (153) |
| SAV2101b | New | Rental increase for affordable homes and shared ownership properties owned by the Council. | | (95) | | | | (95) |
| SAV2102 | New | Service redesign and review of service overheads within Growth and Economy, maximisation of grant income and review of providing funding for services that have become self-sufficient. | (213) | | | | | (213) |
| SAV2143 | New | Growth of the bulky bin and bulk waste service has made it easier for residents to get rid of their waste with this cost effective service. | (30) | | | | | (30) |
| SAV2144 | New | Review parking charges in car parks. | (400) | | | | | (400) |
| SAV2145 | New | Introduce a new food waste collection service giving residents the opportunity to recycle their food waste on a weekly basis. This will reduce the amount of residual waste and increase CDC's recycling rate. Residents will still be able to subscribe to our current well used garden waste collection service, which will incur a charge from July 2021. | 115 | (636) | (210) | (77) | | (808) |
| SAV2149 | New | Increase charging for using public conveniences to 20p. | (15) | | | | | (15) |
| SAV2150 | New | Mechanical sweeping in villages would be carried out annually. There would be a reduction in urban town centre late evening cleansing in the summer. | (153) | | | | | (153) |
| SAV2174 | New | Reduction in costs from review of vacant posts in both Development Management and Planning Policy. | (114) | | | | | (114) |
| SAV2175 | New | Reduction in consultancy budget with reprofiled work programme within Planning and Development. | (46) | | | | | (46) |
| SAV2185 | New | A service redesign across the Planning and Development Function reducing costs and maximising the future potential for income generation. | 0 | (117) | | | | (117) |
| CEDR | New | Net saving to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council. | (123) | | | | | (123) |
| Environment & Place Savings Proposals Total | | | (1,307) | (853) | (310) | (122) | 0 | (2,592) |
| Existing Savings | | | (190) | (5) | (100) | (58) | 0 | (353) |
| New Savings | | | (4,173) | (587) | (42) | (76) | 1 | (4,877) |
| Total Savings Proposals | | | (4,363) | (592) | (142) | (134) | 1 | (5,230) |

| CDC 21/22 Pressures - Adults and Housing | | | | | | | | |
|--|-----------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| GRW019 | Existing | Contribution to the Young People's Supported Housing Pathway (YPSHP). | 60 | | | | | 60 |
| GRW004 | Existing | Growth Deal – Affordable Housing “Top Up Funding” | (880) | | | | | (880) |
| Adults and Housing Total | | | (820) | 0 | 0 | 0 | 0 | (820) |

| CDC 21/22 Pressures - Commercial Development Assets & Investments | | | | | | | | |
|---|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| GRW017 | Existing | Canalside Regeneration Feasibility | (230) | | | | | (230) |
| GRW005 | Existing | Commercial Property Service Charges | (32) | | | | | (32) |
| SAV2190 | New | Health and Safety works relating to Council owned properties. | 100 | (100) | | | | 0 |
| SAV2152 | New | Professional fees in relation to marketing and letting of retail units at Castle Quay Waterfront. | 250 | (250) | | | | 0 |
| UNAV2101 | New | Dilapidations budget to ensure property is maintained and improved in order to continue to generate acceptable income returns for the Council. | 70 | (45) | | | | 25 |
| GRW2106 | New | Funding for the Canalside Development. | 100 | (100) | | | | 0 |
| SAV2193 | New | Reduction in rental incomes for other Council owned properties due to Covid-19. | 446 | (213) | (90) | 205 | 12 | 360 |
| Commercial Development, Assets & Investments Pressures Total | | | 704 | (708) | (90) | 205 | 12 | 123 |

| CDC 21/22 Pressures - Environment & Place | | | | | | | | |
|--|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| GRW013 | Existing | Waste Collection. | 100 | | 170 | | | 270 |
| GRW021 | Existing | Planning Policy Conservation Design. | 32 | | | | | 32 |
| GRW033 | Existing | Kidlington masterplan delivery project | (75) | (50) | | | | (125) |
| GRW031 | Existing | Development Management Staff Changes | (42) | | | | | (42) |
| GRW040 | Existing | Waste Collection – Recycling gate fee | (118) | | | | | (118) |
| GRW002 | Existing | Growth Deal – Year 3 CDC Plan Resourcing | (13) | 2 | (321) | | | (332) |
| GRW2102 | New | Reduction in income within the Council's vehicle maintenance and fleet management facility. | 75 | | | | | 75 |
| SAV2148 | New | Increase in the costs of recycling. | 93 | | | | | 93 |
| GRW2108 | New | Covid-19 has caused a delay in the Car Park Action Plan capital project. | 30 | | | | | 30 |
| SAV2147 | New | Additional resources ensure there is no breakdown in the collection of the waste and recycling service affecting the health and well being of residents. | 65 | | | | | 65 |
| Environment & Place Pressures Total | | | 147 | (48) | (151) | 0 | 0 | (52) |

| CDC 21/22 Pressures - Public Health and Wellbeing | | | | | | | | |
|--|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| GRW009 | Existing | Healthy Place Shaping | (90) | | | | | (90) |
| GRW029 | Existing | Spiceball Leisure Centre Contract Compensation | (330) | | | | | (330) |
| GRW028 | Existing | Social Prescribing | | (22) | | | | (22) |
| GRW030 | Existing | The Mill Arts Centre Trust – Operating Costs | | (30) | | | | (30) |
| GRW026 | Existing | FAST programme – Wellbeing Service | | | (27) | | | (27) |
| Public Health and Wellbeing Pressures Total | | | (420) | (52) | (27) | 0 | 0 | (499) |

| CDC 21/22 Pressures - Corporate | | | | | | | | |
|---------------------------------|-----------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| SAV21100 | New | Potential continuation of additional costs to compensate leisure for not being able to run at capacity due to Covid-19 restrictions. | 700 | (700) | | | | 0 |
| SAV2178 | New | Review of Development Management Operational Budget with lower planning application and pre-application fees expected due to the impacts of Covid-19. | 275 | (275) | | | | 0 |

Revenue Pressures

Appendix 3

| | | | | | | | | |
|----------------------------------|-----|--|--------------|----------------|--------------|------------|----------|------------|
| SAV2151 | New | Castle Quay Shopping Centre is predicting a reduction in rental income due to the impacts of Covid-19. | 1,603 | (1,168) | (299) | 165 | | 301 |
| UNAV2106 | New | Redundancy and PFS Cont to be funded from reserves | 250 | (250) | | | | 0 |
| UNAV2104 | New | Audit Fee Increase. | 10 | | | | | 10 |
| UNAV2105 | New | Housing and Growth Deal Contribution. | 52 | | (52) | | | 0 |
| LCTS | New | LCTS Hardship Fund | 159 | (159) | | | | 0 |
| Corporate Pressures Total | | | 3,049 | (2,552) | (351) | 165 | 0 | 311 |

CDC 21/22 Pressures - Customers, Organisational Development & Resources

| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
|--|-----------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| GRW044 | Existing | Implementation of HR/Payroll System | (45) | | | | | (45) |
| GRW046 | Existing | Implementation of HR/Payroll System | (8) | | | | | (8) |
| GRW047 | Existing | Land Charges Modernisation | (20) | | | | | (20) |
| GRW042 | Existing | Transitional Fund for CTRS | (10) | | | | | (10) |
| GRW011 | Existing | Finance "Growing Our Own" | | (12) | | | | (12) |
| GRW045 | Existing | HR Apprentice | | (12) | | | | (12) |
| UNAV2102 | New | Increased contract costs due to loss of economies of scale following separation of CDC and South Northants Council. | 70 | | | | | 70 |
| UNAV2103 | New | Net additional costs of HB Subsidy due to increasing caseload. | 77 | | | | | 77 |
| Customers, Organisational Development & Resources Pressures Total | | | 64 | (24) | 0 | 0 | 0 | 40 |

| | | | | | | | | |
|--|--|---------------------------|----------------|----------------|--------------|------------|-----------|----------------|
| | | Existing Pressures | (1,701) | (124) | (178) | 0 | 0 | (2,003) |
| | | New Pressures | 4,425 | (3,260) | (441) | 370 | 12 | 1,106 |
| | | Total Pressures | 2,724 | (3,384) | (619) | 370 | 12 | (897) |

| CDC 21/22 Capital Impact - Customers, Organisational Development & Resources | | | | | | | | |
|--|-----------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| CAP001 | Existing | Finance System Replacement | (70) | (18) | | | | (88) |
| CAP004 | Existing | Procurement of joint performance system with OCC | 10 | | | | | 10 |
| CAP025 | Existing | Legacy Iworld System Migration | (12) | (2) | | | | (14) |
| | | Customers, Organisational Development & Resources Capital Impact Total | (72) | (20) | 0 | 0 | 0 | (92) |

| CDC 21/22 Capital Impact - Environment & Place | | | | | | | | |
|--|-----------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| CAP031 | Existing | Car Parking Action Plan Delivery | (30) | (15) | 45 | | | 0 |
| | | Environment & Place Capital Impact Total | (30) | (15) | 45 | 0 | 0 | 0 |

| CDC 21/22 Pressures - Commercial Development Assets & Investments | | | | | | | | |
|---|-----------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Ref | Existing or New | Description | Total 2021/22 £000 | Total 2022/23 £000 | Total 2023/24 £000 | Total 2024/25 £000 | Total 2025/26 £000 | Ongoing Impact £000 |
| CAP006 | Existing | Community Centre works | | (7) | | | | (7) |
| CAP2105 | New | Bicester Dovecote - Structural Roof and Ancillary Works On a Listed Building | (3) | | | | | (3) |
| CAP2109 | New | Flood Defence Works Hanwell Fields Community Centre | | (1) | | | | (1) |
| CAP2119 | New | Enabling Agile Working | 1 | | | | | 1 |
| CAP2110 | New | Structural Works to the Covered Pedestrian Bridge Linkway Connecting Banbury Museum to the Visitors' Centre in Castle Quay | (3) | | | | | (3) |
| | | Commercial Development Assets & Investments Capital Impact Total | (5) | (8) | 0 | 0 | 0 | (13) |

| | | | | | | | | |
|--|--|--|--------------|-------------|-----------|----------|----------|--------------|
| | | Existing Capital Projects with Revenue Impact | (102) | (42) | 45 | 0 | 0 | (99) |
| | | New Capital Projects with Revenue Impact | (5) | (1) | 0 | 0 | 0 | (6) |
| | | Net Capital Impact | (107) | (43) | 45 | 0 | 0 | (105) |

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| Building control | | | | Appendix 5 | | | |
|--|--------------------------------|-----------------------------------|----------------------------|--------------------------------|-----------------|------------|---------------------------|
| Fees and Charges | Original fee at start of 20-21 | Revised Aug Fee 20-21 (excl. VAT) | Increase from Original Fee | Proposed Fee 21-22 (Excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
| New Dwellings | | | | | | | |
| 1 Dwelling | £600.00 | £750.00 | £150.00 | £750.00 | £0.00 | 0.0% | Discretionary |
| 2 Dwellings | £900.00 | £1,000.00 | £100.00 | £1,000.00 | £0.00 | 0.0% | Discretionary |
| 3 Dwellings | £1,200.00 | £1,250.00 | £50.00 | £1,250.00 | £0.00 | 0.0% | Discretionary |
| 4 Dwellings | £1,350.00 | £1,400.00 | £50.00 | £1,400.00 | £0.00 | 0.0% | Discretionary |
| 5 Dwellings | £1,500.00 | £1,600.00 | £100.00 | £1,600.00 | £0.00 | 0.0% | Discretionary |
| Other New Builds | | | | | | | |
| New Garage <40m2 | £200.00 | £300.00 | £100.00 | £300.00 | £0.00 | 0.0% | Discretionary |
| New Garage 40m2 - 60m2 | x | £380.00 | | £380.00 | £0.00 | 0.0% | Discretionary |
| Extensions | | | | | | | |
| Extn<10m2 | £320.00 | £350.00 | £30.00 | £350.00 | £0.00 | 0.0% | Discretionary |
| Extn 10m2-40m2 | £550.00 | £550.00 | £0.00 | £550.00 | £0.00 | 0.0% | Discretionary |
| Extn 40m2-80m2 | £650.00 | £650.00 | £0.00 | £650.00 | £0.00 | 0.0% | Discretionary |
| Conversions | | | | | | | |
| Garage Conversion | £225.00 | £300.00 | £75.00 | £300.00 | £0.00 | 0.0% | Discretionary |
| Loft conversion <80m2 | £480.00 | £500.00 | £20.00 | £500.00 | £0.00 | 0.0% | Discretionary |
| Loft Conversion 80m2-100m2 | £480.00 | £550.00 | £70.00 | £550.00 | £0.00 | 0.0% | Discretionary |
| Miscellaneous Works | | | | | | | |
| Underpinning | x | £350.00 | | £350.00 | £0.00 | 0.0% | Discretionary |
| Up to 6 doors/windows | £100.00 | £130.00 | £30.00 | £130.00 | £0.00 | 0.0% | Discretionary |
| Each additional door/window | £10.00 | £15.00 | £5.00 | £15.00 | £0.00 | 0.0% | Discretionary |
| Heating Appliance | £80.00 | £150.00 | £70.00 | £150.00 | £0.00 | 0.0% | Discretionary |
| Electrical Appliance | £500.00 | £500.00 | £0.00 | £500.00 | £0.00 | 0.0% | Discretionary |
| Thermal upgrade | £150.00 | £180.00 | £30.00 | £180.00 | £0.00 | 0.0% | Discretionary |
| Up tp 6 Solar Panels | £150.00 | £180.00 | £30.00 | £180.00 | £0.00 | 0.0% | Discretionary |
| Based on Construction Value | | | | | | | |
| 0-£10K | £300.00 | £300.00 | £0.00 | £300.00 | £0.00 | 0.0% | Discretionary |
| £10K-£40K | £350.00 | £480.00 | £130.00 | £480.00 | £0.00 | 0.0% | Discretionary |
| £40K-£100K | £400.00 | £720.00 | £320.00 | £720.00 | £0.00 | 0.0% | Discretionary |
| Building notice supplement | Nil | 10% | | 10% | £0.00 | 0.0% | |
| Supplementary Fees | | | | | | | |
| Additional Visits | x | £65.00 | | £65.00 | £0.00 | 0.0% | Discretionary |
| Copies of Certificates | £40.00 | £40.00 | £0.00 | £40.00 | £0.00 | 0.0% | Discretionary |
| Reopening applications after less than 3 years | £50.00 | £50.00 | £0.00 | £50.00 | £0.00 | 0.0% | Discretionary |
| Reopening applications after more than 3 years | £50.00 | £100.00 | £50.00 | £100.00 | £0.00 | 0.0% | Discretionary |

Car Parking

| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
|---|----------------------|-------------------------------|-----------------|------------|
| Banbury Short Stay (Charges apply 8am-7pm. Free Parking after 7pm) | | | | |
| Market Place Monday To Saturday | | | | |
| 0 -30 minutes | £0.80 | | | |
| 0 - 1 hour | £1.20 | | | |
| Market Place Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Horsefair West Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Horsefair West Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Calthorpe Street West (part) Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Calthorpe Street West (part) Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Calthorpe Street East Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Calthorpe Street East Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |

| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
|--|----------------------|-------------------------------|-----------------|------------|
| South Bar East (part) up to Calthorpe Street Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| North Bar East Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| North Bar East Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| The Mill Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| The Mill Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Chamberlaine Court Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Chamberlaine Court Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Bridge Street (Blue Badge Holders Only) Monday To Saturday | | | | |
| | £0.00 | | | |
| Bridge Street (Blue Badge Holders Only) Sunday and Bank Holidays | | | | |
| | £0.00 | | | |
| Free of charge up to maximum stay permitted | | | | |

| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
|--|----------------------|-------------------------------|-----------------|------------|
| Banbury Long Stay (charges apply 8am-7pm. Free Parking after 7pm) | | | | |
| Riverside Monday To Saturday | | | | |

| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
|--|----------------------|-------------------------------|-----------------|------------|
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| Riverside Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| South Bar East and West Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| South Bar East and West Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| North Bar West Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| North Bar West Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Calthorpe Street West Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| Calthorpe Street West Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
| Windsor Street Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| Windsor Street Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.50 flat rate | £1.50 | | | |
| Bolton Road Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| Bolton Road Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.50 flat rate | £1.50 | | | |
| Compton Road Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| Compton Road Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.50 flat rate | £1.50 | | | |
| Compton Road lay over (Coaches only) - no charge | £0.00 | | | |
| Drop Off - Pick Up Points | | | | |
| Bridge Street (all week) | | | | |
| 0 - 30 minutes | £0.30 | | | |
| Horsefair East - Coaches Drop Off/Pick Up - no charge | £0.00 | | | |
| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
| Bicester Short Stay (Charges apply 8am-7pm. Free Parking after 7pm) | | | | |
| Market Square Monday To Saturday | | | | |
| 0 - 30 Minutes | £0.80 | | | |
| 0 - 1 Hour | £1.20 | | | |

| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
|--|----------------------|-------------------------------|-----------------|------------|
| Market Square Sunday and Bank Holidays | | | | |
| 0 - 1 Hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Claremont Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Claremont Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Chapel Brook Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Chapel Brook Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| Victoria Road Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| Victoria Road Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.80 | | | |
| Over 1 hour £1.00 flat rate | £1.50 | | | |
| <u>Bicester Long Stay</u> | | | | |
| Cattle Market Monday To Saturday | | | | |
| 0 - 1 hour | £0.80 | | | |
| 1 - 2 Hours | £1.60 | | | |
| 2 - 3 Hours | £2.20 | | | |
| 3 - 4 Hours | £2.80 | | | |
| Day rate up to 7pm | £3.50 | | | |
| Cattle Market Sunday and Bank Holidays | | | | |
| 0 - 1 hour | £0.60 | | | |
| Discretionary Fees and Charges | Fee 20-21 (Inc. VAT) | Proposed Fee 21-22 (Inc. VAT) | Actual Increase | % Increase |
| <u>Kidlington Short Stay</u> | | | | |
| Curtis Place (all week) - no charge | £0.00 | £0.00 | £0.00 | 0.0% |
| <u>Kidlington Long Stay</u> | | | | |
| Curtis Place (all week) - no charge | £0.00 | £0.00 | £0.00 | 0.0% |

BANBURY SEASON TICKET PRICES

| 5 DAY PERMIT VALID MON - FRI | TICKET PRICE 20-21 | Proposed Fee 21-22 |
|------------------------------|--------------------|--------------------|
| ANNUAL | £560.00 | |
| QUARTERLY | £155.00 | |
| MONTHLY | £55.00 | |

| 7 DAY PERMIT VALID MON - SUN | TICKET PRICE 20-21 | Proposed Fee 21-22 |
|------------------------------|--------------------|--------------------|
| ANNUAL | £730.00 | |
| QUARTERLY | £200.00 | |
| MONTHLY | £70.00 | |

Note:

Charges will remain at current level until we bring a report back to approve the increased charges

Environmental Services

| Fees and Charges | Fee 19-20 (excl. VAT) | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|--|-----------------------|-----------------------|--------------------------------|-----------------|------------|---------------------------|
| Removal of Abandoned Vehicle | | | | | | |
| Special Collections - Clearout (Garden waste or waste package) | £50.00 | £55.00 | £60.00 | £5.00 | 9.1% | Discretionary |
| Special Collections - Any (3 Items Collected) | £18.00 | £20.00 | £24.99 | £4.99 | 25.0% | Discretionary |
| New: Special Collection - 1 item | | £9.99 | £9.99 | £0.00 | 0.0% | Discretionary |
| Special Collections - Any (3 Items Collected) During Blitz Weeks | £6.00 | £10.00 | £15.00 | £5.00 | 50.0% | Discretionary |
| Blue & Brown Wheeled Bins | £30.00 | £30.00 | £30.00 | £0.00 | 0.0% | Discretionary |
| 240L Additional Green Bin - Annual Charge | £90.00 | £90.00 | £100.00 | £10.00 | 11.1% | Discretionary |
| Bundles of 25 Trade Waste Sacks | £60.00 | £60.00 | £60.00 | £0.00 | 0.0% | Statutory/ Discretionary |
| Bundles of 25 Trade Recycling Sacks | £40.00 | £40.00 | £45.00 | £5.00 | 12.5% | Statutory/ Discretionary |
| COMMERCIAL REFUSE COLLECTION - PER LIFT | | | | | | |
| 240 litre bin | £7.25 | £7.25 | £7.25 | £0.00 | 0.0% | Statutory/ Discretionary |
| 360 litre bin | £9.50 | £9.50 | £9.50 | £0.00 | 0.0% | Statutory/ Discretionary |
| 660 litre bin | £13.50 | £13.50 | £13.50 | £0.00 | 0.0% | Statutory/ Discretionary |
| 1100 litre bin | £18.25 | £18.25 | £18.25 | £0.00 | 0.0% | Statutory/ Discretionary |
| COMMERCIAL RECYCLING COLLECTION - PER LIFT | | | | | | |
| 240 litre bin | £4.00 | £4.00 | £5.00 | £1.00 | 25.0% | Statutory/ Discretionary |
| 360 litre bin | £5.50 | £5.50 | £6.50 | £1.00 | 18.2% | Statutory/ Discretionary |
| 660 litre bin | £7.75 | £7.75 | £9.00 | £1.25 | 16.1% | Statutory/ Discretionary |
| 1100 litre bin | £10.00 | £10.00 | £12.00 | £2.00 | 20.0% | Statutory/ Discretionary |
| * Discount of 10% for >5 bins, 20% for >10 bins | | | | | | |

| Discretionary Fees and Charges | Fee 19-20 (excl. VAT) | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|--|-----------------------|-----------------------|--------------------------------|-----------------|------------|---------------------------|
| COMMERCIAL FOOD RECYCLING - PER LIFT | | | | | | |
| 120 litre bin | £3.50 | £3.50 | £3.75 | £0.25 | 7.1% | Statutory/ Discretionary |
| Schedule II Collections - Schools | | | | | | |
| 240L Wheeled Bin Package | £130.00 | £133.25 | £137.00 | £3.75 | 2.8% | Statutory/ Discretionary |
| 360L Wheeled Bin Package | £180.00 | £184.50 | £189.00 | £4.50 | 2.4% | Statutory/ Discretionary |
| 660L Wheeled Bin Package | £285.00 | £292.13 | £300.00 | £7.87 | 2.7% | Statutory/ Discretionary |
| 1100L Wheeled Bin Package | £390.00 | £399.75 | £410.00 | £10.25 | 2.6% | Statutory/ Discretionary |
| Trade Glass Collection (set of 3 bells) | £60.00 | £60.00 | £60.00 | £0.00 | 0.0% | Discretionary |
| Bundles of 25 Biodegradable Garden Waste Sacks | £12.00 | £12.00 | £15.00 | £3.00 | 25.0% | Discretionary |
| Roll of 52 Compostable Liners | £3.00 | £3.00 | £3.50 | £0.50 | 16.7% | Discretionary |

| Discretionary Fees and Charges | Fee 19-20 (excl. VAT) | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|---|-----------------------|-----------------------|--------------------------------|-----------------|------------|---------------------------|
| Environmental Protection | | | | | | |
| Rats & Mice, Per consultation - 3 visits (free of charge to residents who are 60 years of age and over) | | | | | | |
| Fleas, cockroaches ants, carpet beetles, and other household insects | | | | | | |
| Bedbugs | | | | | | |
| Wasps Nests | | | | | | |
| Fine for stray dogs during office hours | | | | | | |
| Fine for stray dogs outside office hours | | | | | | |
| Kennel Costs (per day/part of) | | | | | | |
| Dog bin emptying charge | £1.50 | £1.50 | £1.50 | £0.00 | 0.0% | Discretionary |
| | £1.60 | £1.60 | £1.60 | £0.00 | 0.0% | Discretionary |
| | | | | £0.00 | 0.0% | |
| | £1.75 | £1.75 | £1.75 | | | Discretionary |
| MOT's | | | | | | |
| Class IV for Trade, Staff and Account Customers | £45.00 | £45.00 | £45.00 | £0.00 | 0.0% | Discretionary |
| Class IV for General Public | £50.00 | £50.00 | £50.00 | £0.00 | 0.0% | Discretionary |
| Class V for Trade, Staff and Account Customers | £50.00 | £50.00 | £50.00 | £0.00 | 0.0% | Discretionary |
| Class V for General Public | £55.00 | £55.00 | £55.00 | £0.00 | 0.0% | Discretionary |
| Class VII for Trade, Staff and Account Customers | £50.00 | £50.00 | £50.00 | £0.00 | 0.0% | Discretionary |
| Class VII for General Public | £55.00 | £55.00 | £55.00 | £0.00 | 0.0% | Discretionary |
| Hourly Rate - Workshop (External) | £55.00 | £55.00 | £55.00 | £0.00 | 0.0% | Discretionary |
| Use of Washdown facility at Thorpe Lane Depot | £50.00 | £50.00 | £50.00 | £0.00 | 0.0% | Discretionary |
| Use of Public Conveniences - Biester | £0.10 | £0.20 | £0.20 | £0.00 | 0.0% | Discretionary |
| Use of Public Conveniences - Banbury and Kidlington | £0.10 | £0.10 | £0.20 | £0.10 | 100.0% | Discretionary |

| Statutory Fees and Charges | Fee 19-20 (excl. VAT) | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|--|-----------------------|-----------------------|--------------------------------|-----------------|------------|---------------------------|
| Environmental Protection | | | | | | |
| Process Registration and annual subscription (various) | | | | | | |

Public Protection, Environmental Health, Licensing

| Fees and Charges | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (Excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|---|--------------------------|--------------------------------------|--------------------|------------|------------------------------|
| Environmental Health, Environmental Protection and Licensing | | | | | |
| Gambling Act Premises | Various | Various | | | |
| Animal Licensing | | | | | |
| Animal Boarding Establishment Licence | £382.50 | £392.50 | £10.00 | 2.6% | |
| Pet Shop Licence | £382.50 | £392.50 | £10.00 | 2.6% | |
| Riding Establishment Licence | £382.50 | £392.50 | £10.00 | 2.6% | |
| Dog Breeding Establishment Licence | £382.50 | £392.50 | £10.00 | 2.6% | |
| Dangerous Wild Animals Licence | £382.50 | £392.50 | £10.00 | 2.6% | |
| Zoo Licence | £576.00 | £595.00 | £19.00 | 3.3% | |
| Skin Piercing, Tattooing, Acupuncture, Electrolysis etc. | | | | | |
| Registration Fee | £104.00 | £107.50 | £3.50 | 3.4% | |
| Registration of Premises | £156.00 | £160.00 | £4.00 | 2.6% | |
| Scrap Metal | | | | | |
| Variation of scrap metal dealers licence type Collector - Dealer | £208.00 | £208.00 | £0.00 | 0.0% | |
| Variation of scrap metal dealers licence - Admin, change of name or replacement | £104.00 | £104.00 | £0.00 | 0.0% | |
| Scrap metal dealers site | £474.50 | £474.50 | £0.00 | 0.0% | |
| Scrap metal collectors licence | £280.50 | £280.50 | £0.00 | 0.0% | |
| Street Trading consent charges are as follows:- | | | | | |
| 12 month period | £1,165.00 | £1,165.00 | £0.00 | 0.0% | |
| 6 month period | £581.50 | £581.50 | £0.00 | 0.0% | |
| 3 month period | £291.00 | £291.00 | £0.00 | 0.0% | |
| 1 month period | £163.50 | £163.50 | £0.00 | 0.0% | |
| Table and Chairs consent charges are as follows:- | | | | | |
| 12 month period | £15.80 | £15.80 | £0.00 | 0.0% | |
| Private Hire and Hackney Carriage DRIVER Fees and Charges | | | | | |
| Grant of Licence 1 Year | £116.50 | £116.50 | £0.00 | 0.0% | |
| Grant of licence 3 Years | £193.00 | £193.00 | £0.00 | 0.0% | |
| Renewal of existing licence 1 year | £98.00 | £98.00 | £0.00 | 0.0% | |
| Renewal of existing licence 3 years | £170.00 | £170.00 | £0.00 | 0.0% | |
| DBS (was CRB) check and DVLA check | £50.00 | £50.00 | £0.00 | 0.0% | |
| Knowledge Test | £25.50 | £25.50 | £0.00 | 0.0% | |
| Re take of Knowledge test | £25.50 | £25.50 | £0.00 | 0.0% | |
| Cost of badge/ replacement badge | £25.50 | £25.50 | £0.00 | 0.0% | |
| Cost of replacement paper licence | £10.70 | £10.70 | £0.00 | 0.0% | |
| Disability and Safeguarding Awareness Training | £50.00 | £50.00 | £0.00 | 0.0% | |
| English Testing | £41.00 | £41.00 | £0.00 | 0.0% | |
| Hackney Carriage VEHICLE Fees and Charges | | | | | |
| Grant of licence | £298.00 | £298.00 | £0.00 | 0.0% | |
| Renewal of existing licence | £258.00 | £258.00 | £0.00 | 0.0% | |
| Replacement licence plate | £20.40 | £20.40 | £0.00 | 0.0% | |
| Replacement bracket | £20.40 | £20.40 | £0.00 | 0.0% | |
| Change of vehicle only | | | | | |
| Transfer of licensee only | £57.00 | £57.00 | £0.00 | 0.0% | |
| Change of vehicle and licensee | £42.00 | £42.00 | £0.00 | 0.0% | |
| Private Hire VEHICLE Fees and Charges | | | | | |
| Grant of new licence | £270.00 | £270.00 | £0.00 | 0.0% | |
| Renewal of licence | £250.00 | £250.00 | £0.00 | 0.0% | |
| Internal Plate Replacement | £10.20 | £10.20 | £0.00 | 0.0% | |
| Plate or bracket replacement | £20.40 | £20.40 | £0.00 | 0.0% | |
| Cost of replacement paper licence | £10.70 | £10.70 | £0.00 | 0.0% | |
| Change of vehicle only | £102.00 | £102.00 | £0.00 | 0.0% | |
| Transfer of licensee only | £56.00 | £56.00 | £0.00 | 0.0% | |
| Change of vehicle and licensee | £127.00 | £127.00 | £0.00 | 0.0% | |

| Fees and Charges | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (Excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|---|--------------------------|--------------------------------------|--------------------|--------------|------------------------------|
| Private Hire OPERATOR Fees and Charges | | | £0.00 | 0.0% | |
| Operator's Licence (one vehicle only) - 1 year | £143.00 | £143.00 | £0.00 | 0.0% | |
| Operator's Licence (one vehicle only) – 5 year For each additional vehicle | £132.60 £20.40 | £132.60 £20.40 | £0.00 £0.00 | 0.0% 0.0% | |
| Sex Establishment Venue | | | | | |
| Application | £1,588.00 | £1,588.00 | £0.00 | 0.0% | |
| Renewal | £1,052.00 | £1,052.00 | £0.00 | 0.0% | |
| Contaminated land enquiry | £67.50 | £67.50 | £0.00 | 0.0% | |
| HEALTH PROTECTION | | | | | |
| Food Export/Hygiene Certificates | £110.00 | £115.00 | £5.00 | 4.5% | |
| Food Hygiene Rating Scheme Rescore Visit | £276.00 | £285.00 | £9.00 | 3.3% | |
| Food Surrender Certificates | £123.50 | £127.00 | £3.50 | 2.8% | |
| Copies of Food Premises Register (a) Single Entry | £3.75 | £4.00 | £0.25 | 6.7% | |
| Copies of Food Premises Register (b) Full Register | £320.00 | £330.00 | £10.00 | 3.1% | |
| Factual Statements for Civil Proceedings | £155.00 | £160.00 | £5.00 | 3.2% | |
| Reports provided under the Environmental Information Regulations | £155.00 | £155.00 | £0.00 | 0.0% | |
| Contaminated land enquiry | £67.50 | £67.50 | £0.00 | 0.0% | |
| Water Sampling | | | | | |
| Large/Commercial use supplies (each assessment at £68/hour capped at £500) | £500.00 | £500.00 | £0.00 | 0.0% | |
| Risk assessment (each assessment at £68/hour capped at £500) | £500.00 | £500.00 | £0.00 | 0.0% | |
| Sampling (each visit) | £100.00 | £100.00 | £0.00 | 0.0% | |
| Investigation | £100.00 | £100.00 | £0.00 | 0.0% | |
| Granting an authorisation | £100.00 | £100.00 | £0.00 | 0.0% | |
| Analysing a sample: | | | | | |
| Taken under regulation 10 | £25.00 | £25.00 | £0.00 | 0.0% | |
| Taken during Check monitoring | £100.00 | £100.00 | £0.00 | 0.0% | |
| Taken during Audit monitoring | £500.00 | £500.00 | £0.00 | 0.0% | |
| Water Sampling Fees: | | | | | |
| Lab Fees (Depending on criteria) | £85.50 | £85.50 | £0.00 | 0.0% | |
| Pools (basic swimming pool test) | £32.50 | £33.50 | £1.00 | 3.1% | |
| Sampling and admin cost recovery hourly rate | £44.00 | £45.00 | £1.00 | 2.3% | |
| Courier charge | £32.50 | £33.50 | £1.00 | 3.1% | |
| Health Protection - Food Safety | | | | | |
| Level 2 Food Safety in Catering Course | | | | | |
| Taught Course | £74.00 | £76.00 | £2.00 | 2.7% | |
| Taught - Voluntary Groups | £43.00 | £44.00 | £1.00 | 2.3% | |
| Taught - Unemployed | £43.00 | £44.00 | £1.00 | 2.3% | |
| E-learning (all level 2 courses) | £25.00 | £25.00 | £0.00 | 0.0% | |
| Level 2 Personal license Holder elearning and invigilated exam | £82.00 | £82.00 | £0.00 | 0.0% | |
| Invigilated exam resit | £26.00 | £26.00 | £0.00 | 0.0% | |
| Level 3 Food Hygiene Course Taught Course | £295.00 | £295.00 | £0.00 | 0.0% | |
| Cost recovery - Commercial & Business Support | | | | | |
| Basic cost recovery (qualified officer) | £69.50 | £71.50 | £2.00 | 2.9% | |
| Full cost recovery (qualified officer) | £76.50 | £79.00 | £2.50 | 3.3% | |
| Mileage cost per mile | £0.45 | £0.45 | £0.00 | 0.0% | |
| Strive for 5 | £250.00 | £260.00 | £10.00 | 4.0% | |
| SFBB Packs (without diary) | £15.25 | £16.00 | £0.75 | 4.9% | |
| SFBB 48 week diary refills | £14.50 | £15.00 | £0.50 | 3.4% | |
| SFBB Pack with 48 week diary refill | £24.00 | £25.00 | £1.00 | 4.2% | |
| Gambling Act 2005 – Maximum Charges are set by legislation. | Various | Various | | | |
| Mobile Home Sites Fees | | | | | |
| New Application | | | | | |
| 1 to 10 pitches | £300.00 | £300.00 | £0.00 | 0.0% | |
| 11 to 30 pitches | £440.00 | £440.00 | £0.00 | 0.0% | |
| 31 to 99 pitches | £570.00 | £570.00 | £0.00 | 0.0% | |
| 100 or more pitches | £710.00 | £710.00 | £0.00 | 0.0% | |

| Fees and Charges | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (Excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|---------------------------|--------------------------|--------------------------------------|--------------------|------------|------------------------------|
| Annual Fee | | | | | |
| 1 to 10 pitches | £235.00 | £235.00 | £0.00 | 0.0% | |
| 11 to 30 pitches | £300.00 | £300.00 | £0.00 | 0.0% | |
| 31 to 99 pitches | £370.00 | £370.00 | £0.00 | 0.0% | |
| 100 or more pitches | £440.00 | £440.00 | £0.00 | 0.0% | |
| Transfer/amendment | £166.00 | £166.00 | £0.00 | 0.0% | |
| Replacement paper licence | £11.00 | £11.00 | £0.00 | 0.0% | |
| Lodging rules | £57.00 | £57.00 | £0.00 | 0.0% | |

Land Charges

| Fees and Charges | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (Excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|---|--------------------------|--------------------------------------|--------------------|------------|---------------------------------------|
| Full Search Fee (LLC1 & CON29R) | £150.00 | £165.00 | £15.00 | 10.0% | Both as combination of LLC1 and CON29 |
| Additional parcel CON29 | £18.00 | £18.00 | £0.00 | 0.0% | Discretionary |
| Additional parcel LLC1 | £2.00 | £2.00 | £0.00 | 0.0% | Statutory |
| Additional parcel Q22 | £1.00 | TBC | £0.00 | 0.0% | Discretionary |
| LLC1 Only (Register search) | £50.00 | £65.00 | £15.00 | 30.0% | Statutory |
| CON 29R only (no LLC1) | £100.00 | £100.00 | £0.00 | 0.0% | Discretionary |
| CON29O (Optional enquiries Question 4-21) | £42.00 | TBC | £0.00 | 0.0% | Discretionary |
| CON29O Question 22 | £42.00 | TBC | £0.00 | 0.0% | Discretionary |
| PART 3 Own worded enquiries | £20.00 | £20.00 | £0.00 | 0.0% | Discretionary |

Parish Elections

| Fees and Charges | Fee 20-21 (excl. VAT) | Proposed Fee 21-22 (Excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
|-------------------------------|--------------------------|--------------------------------------|--------------------|---------------|------------------------------|
| Uncontested Election recharge | £39.00 | £40.95 | £1.95 | 5.0% | Discretionary |

| NOA and Cooper School | | | | | |
|---|--------------------------------|--------------------------------|------------------------|-------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
| NORTH OXFORDSHIRE ACADEMY ATP BANBURY | | | | | |
| ATP/GRASS INNER PITCH | | | | | |
| Senior Match | £64.45 | £65.74 | £1.29 | 2.0% | Discretionary |
| Junior Match | £32.15 | £32.79 | £0.64 | 2.0% | Discretionary |
| Senior Training Whole Pitch | £46.60 | £47.53 | £0.93 | 2.0% | Discretionary |
| Senior Training Half Pitch | £28.95 | £29.53 | £0.58 | 2.0% | Discretionary |
| Junior Training Whole Pitch | £24.90 | £25.40 | £0.50 | 2.0% | Discretionary |
| Junior Training Half Pitch | £14.60 | £14.89 | £0.29 | 2.0% | Discretionary |
| NORTH OXFORDSHIRE ACADEMY ATP FOR KEYHOLDERS | | | | | |
| 60 Minutes Hire | | | | | |
| Senior Match | £55.35 | £56.46 | £1.11 | 2.0% | Discretionary |
| Junior Match | £20.30 | £20.71 | £0.41 | 2.0% | Discretionary |
| NORTH OXFORDSHIRE ATHLETICS TRACK BANBURY | | | | | |
| Fixtures | | | | | |
| Non Cherwell Based Clubs Fixtures | £50.50 | £51.51 | £1.01 | 2.0% | Discretionary |
| Cherwell Clubs – Seniors Fixtures | £38.55 | £39.32 | £0.77 | 2.0% | Discretionary |
| Cherwell Clubs – Juniors Fixtures | £30.50 | £31.11 | £0.61 | 2.0% | Discretionary |
| Seniors Training | £40.10 | £40.90 | £0.80 | 2.0% | Discretionary |
| Juniors | £20.70 | £21.11 | £0.41 | 2.0% | Discretionary |
| PAVILION/CHANGING/CLUB ROOM HIRE | | | | | |
| Pavilion/Changing/Club Room Hire | £16.30 | £16.63 | £0.33 | 2.0% | Discretionary |
| NOA Holiday Hubs | | | | | |
| Session 8:45am to 3:00pm | £15.60 | | | | |
| Session 8:45am to 5:00pm | £19.80 | | -£19.80 | -100.0% | Discretionary |
| COOPER SCHOOL, BICESTER | | | | | |
| Sports Hall Hire – 55 Minutes | | | | | |
| Senior | £43.45 | £44.32 | £0.87 | 2.0% | Discretionary |
| Junior | £25.95 | £26.47 | £0.52 | 2.0% | Discretionary |
| Badminton Court - 55 minutes | | | | | |
| Senior | £9.60 | £9.79 | £0.19 | 2.0% | Discretionary |
| Junior | £4.70 | £4.79 | £0.09 | 2.0% | Discretionary |
| ATP – 60 Minutes | | | | | |
| Senior Whole Pitch | £50.60 | £51.61 | £1.01 | 2.0% | Discretionary |
| Senior Half Pitch | £33.25 | £33.92 | £0.66 | 2.0% | Discretionary |
| Senior Quarter Pitch | £27.80 | £28.36 | £0.56 | 2.0% | Discretionary |
| Junior Whole Pitch | £42.65 | £43.50 | £0.85 | 2.0% | Discretionary |
| Junior Half Pitch | £26.55 | £27.08 | £0.53 | 2.0% | Discretionary |
| Junior Quarter Pitch | £18.60 | £18.97 | £0.37 | 2.0% | Discretionary |
| Hockey Club – Whole Pitch | | | | | |
| Senior Match – 90 Minutes | £89.15 | £90.93 | £1.78 | 2.0% | Discretionary |
| Senior Training – 60 Minutes | £50.90 | £51.92 | £1.02 | 2.0% | Discretionary |
| Junior Match – 90 Minutes | £46.50 | £47.43 | £0.93 | 2.0% | Discretionary |
| Junior Training – 60 Minutes | £30.05 | £30.65 | £0.60 | 2.0% | Discretionary |
| Performance Hall | | | | | |

| NOA and Cooper School | | | | | |
|--|------------------------------------|------------------------------------|----------------------------|-----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | Actual Increase | % Increase | Statutory/ Discretionary? |
| Hire charge (per hour) | £26.96 | £27.50 | £0.54 | 2.0% | Discretionary |
| Hire charge with tiered seating | £53.87 | £54.95 | £1.08 | 2.0% | Discretionary |
| Events hire including seating/lighting/stage | | | | | |
| Cooper Holiday Hubs | | | | | |
| | | | | | |
| Session 8:45am to 3:00pm | £15.60 | | | | |
| Session 8:45am to 5:00pm | £19.80 | | -£19.80 | -100.0% | Discretionary |
| | | | | | |
| Public Liability Insurance re-charge charged at 10% of total hire fee. *Block bookings of 10 sessions or more are exempt from VAT | | | | | |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| MEMBERSHIP DIRECT DEBITS | | | | | |
| Expressions DD (single) | | | | | |
| Single DD - FIXED | £39.00 | £39.70 | 1.79% | £0.70 | Discretionary |
| Single DD - FLEXI | £44.00 | £44.80 | 1.82% | £0.80 | Discretionary |
| Expressions Family | | | | | |
| Family DD (2 adults + 2 children) - FIXED | £80.00 | £81.45 | 1.81% | £1.45 | Discretionary |
| Family DD (2 adults + 2 children) - FLEXI | £85.00 | £86.50 | 1.76% | £1.50 | Discretionary |
| Family with up 5 children | | | | | |
| Family DD (2 adults + 5 children) - FIXED | £90.00 | £91.60 | 1.78% | £1.60 | Discretionary |
| Family DD (2 adults + 5 children) - FLEXI | £95.00 | £96.70 | 1.79% | £1.70 | Discretionary |
| One Parent (1 adult + 2 children) | | | | | |
| Single Parent (1 adult + 2 children) - FIXED | £50.00 | £50.90 | 1.80% | £0.90 | Discretionary |
| Single Parent (1 adult + 2 children) - FLEXI | £55.00 | £56.00 | 1.82% | £1.00 | Discretionary |
| One Parent (5 children) | | | | | |
| Single Parent (2 adults + 5 children) - FIXED | £60.00 | £61.05 | 1.75% | £1.05 | Discretionary |
| Single Parent (2 adults + 5 children) - FLEXI | £65.00 | £66.15 | 1.77% | £1.15 | Discretionary |
| Corporate (single) | | | | | |
| Corporate (single) FIXED | £37.00 | £37.65 | 1.76% | £0.65 | Discretionary |
| Corporate (single) FLEXI | £39.00 | £39.70 | 1.79% | £0.70 | Discretionary |
| Swim 23 | £23.50 | £23.90 | 1.70% | £0.40 | Discretionary |
| Swim 15 | £15.50 | £15.75 | 1.61% | £0.25 | Discretionary |
| GP Referral - one year follow on | £27.75 | £28.25 | 1.79% | £0.50 | Discretionary |
| Expressions Concession | £37.00 | £37.65 | 1.76% | £0.65 | Discretionary |
| Junior | £22.00 | £22.40 | 1.82% | £0.40 | Discretionary |
| Student | £25.00 | £25.45 | 1.80% | £0.45 | Discretionary |
| Aqua Swim, Sauna, Steam | £35.00 | £35.60 | 1.71% | £0.60 | Discretionary |
| 1 - month offer | £56.00 | £57.00 | 1.79% | £1.00 | Discretionary |
| Annuals | £421.20 | £428.70 | 1.78% | £7.50 | Discretionary |
| | | | | | |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| FITNESS SUITE | | | | | |
| Casual Peak | £9.85 | £10.00 | 1.52% | £0.15 | Discretionary |
| Senior Peak | £4.05 | £4.10 | 1.23% | £0.05 | Discretionary |
| Casual Off-Peak | £8.15 | £8.30 | 1.84% | £0.15 | Discretionary |
| Senior Off-Peak | £3.70 | £3.75 | 1.34% | £0.05 | Discretionary |
| Induction (for PAYG) | £19.50 | £19.85 | 1.79% | £0.35 | Discretionary |
| Refresher Induction | £9.75 | £9.90 | 1.54% | £0.15 | Discretionary |
| Junior Peak | £4.05 | £4.10 | 1.23% | £0.05 | Discretionary |
| Junior Induction | £4.50 | £4.60 | 2.22% | £0.10 | Discretionary |
| Adult Link Card Peak | £4.90 | £5.00 | 2.04% | £0.10 | Discretionary |
| Senior Link Card Peak | £2.05 | £2.10 | 2.44% | £0.05 | Discretionary |
| Adult Link Card Off-Peak | £4.10 | £4.15 | 1.22% | £0.05 | Discretionary |
| Senior Link Card Off-Peak | £1.85 | £1.90 | 2.69% | £0.05 | Discretionary |
| Link Card Induction | £9.75 | £9.90 | 1.54% | £0.15 | Discretionary |
| GP Referral Session | £4.15 | £4.20 | 1.20% | £0.05 | Discretionary |
| MotorMed Session | £2.50 | £2.55 | 2.00% | £0.05 | Discretionary |
| Fitness Test - non members | £15.45 | £15.70 | 1.62% | £0.25 | Discretionary |
| Replacement Membership Card | £3.30 | £3.35 | 1.52% | £0.05 | Discretionary |
| HEALTH SUITE | | | | | |
| Sauna / Steam / Spa* (* = Swim at KGLC) | £8.10 | £8.25 | 1.85% | £0.15 | Discretionary |
| Sauna / Steam / Spa / Swim | £12.10 | £12.30 | 1.65% | £0.20 | Discretionary |
| Senior Health Suite | £4.15 | £4.20 | 1.20% | £0.05 | Discretionary |
| Link Card Sauna / Steam | £4.05 | £4.10 | 1.23% | £0.05 | Discretionary |

CHERWELL

| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
|---------------------------------------|------------------------|------------------------|---------------|---------------|------------------------------|
| FITNESS CLASSES | | | | | |
| All Classes (incl AquaFit) | £6.70 | £6.85 | 2.24% | £0.15 | Discretionary |
| Body conditioning (1.5 hours) | £8.60 | £8.80 | 2.33% | £0.20 | Discretionary |
| Studio Cycling (Peak) | £9.85 | £9.30 | -5.58% | -£0.55 | Discretionary |
| Studio Cycling (Off-Peak) | £8.45 | £9.30 | 10.06% | £0.85 | Discretionary |
| Yoga | £6.70 | £6.85 | 2.24% | £0.15 | Discretionary |
| Yoga (1.5 hours) | £8.65 | £8.80 | 1.73% | £0.15 | Discretionary |
| Junior and Senior - specific classes | £4.05 | £4.10 | 1.23% | £0.05 | Discretionary |
| Senior Classes - Bicester | £3.60 | £3.65 | 1.46% | £0.05 | Discretionary |
| Yoga (1.5 hours) | £8.65 | £8.80 | 1.73% | £0.15 | Discretionary |
| Virtual Classes | £3.30 | £3.50 | 6.06% | £0.20 | Discretionary |
| Core on the Ball (30 mins) | £3.60 | £3.65 | 1.46% | £0.05 | Discretionary |
| Link Card Classes | £3.35 | £3.40 | 1.49% | £0.05 | Discretionary |
| Link Card Classes - Senior / Junior | £2.00 | £2.05 | 2.50% | £0.05 | Discretionary |
| SWIMMING SESSIONS | | | | | |
| Adult | £4.30 | £4.40 | 2.33% | £0.10 | Discretionary |
| Junior | £2.80 | £2.85 | 1.79% | £0.05 | Discretionary |
| Seniors | £2.80 | £2.85 | 1.79% | £0.05 | Discretionary |
| Under 3's | £0.00 | £0.00 | | £0.00 | Discretionary |
| Block of 10 swims - Adult | £38.85 | £39.55 | 1.79% | £0.70 | Discretionary |
| Block of 10 swims - Juniors | £25.45 | £25.90 | 1.77% | £0.45 | Discretionary |
| Block of 10 swims - Seniors | £25.45 | £25.90 | 1.77% | £0.45 | Discretionary |
| Family Swim ticket | £13.75 | £14.00 | 1.82% | £0.25 | Discretionary |
| Adult Link Card Swim | £2.15 | £2.20 | 2.33% | £0.05 | Discretionary |
| Junior Link Card Swim | £1.45 | £1.50 | 3.45% | £0.05 | Discretionary |
| Senior Link Card Swim | £1.45 | £1.50 | 3.45% | £0.05 | Discretionary |
| Teachers | £3.15 | £3.20 | 1.59% | £0.05 | Discretionary |
| GP Referral Swim (see GP Ref section) | £4.15 | £4.20 | 1.20% | £0.05 | Discretionary |
| Wet & Wacky - junior | £3.35 | £3.40 | 1.49% | £0.05 | Discretionary |

| CHERWELL | | | | | |
|-------------------------|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| Wet & Wacky - adult | £4.45 | £4.55 | 2.25% | £0.10 | Discretionary |
| Wet & Wacky - senior | £3.05 | £3.10 | 1.64% | £0.05 | Discretionary |
| AquaFit | £6.65 | £6.85 | 3.01% | £0.20 | Discretionary |
| Scouts and Brownies | £1.90 | £1.95 | 2.54% | £0.05 | Discretionary |
| AquaFit - senior | £4.10 | £4.15 | 1.22% | £0.05 | Discretionary |
| Swim Fit - Adult | £5.50 | £5.60 | 1.82% | £0.10 | Discretionary |
| Swim Fit - Senior | £3.55 | £3.60 | 1.52% | £0.05 | Discretionary |
| | | | | | |

CHERWELL

| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
|---|------------------------|------------------------|---------------|---------------|------------------------------|
| SWIMMING LESSONS | | | | | |
| Stage 1 - 7, parent & toddler 50 weeks as 3x17 weeks | £6.15 | | -100.00% | £-6.15 | Discretionary |
| Stage 1 - 7, parent & toddler - Direct Debit | £24.65 | £25.45 | 3.25% | £0.80 | Discretionary |
| 1 hour classes (rookie, survival, adults) | £8.75 | | -100.00% | £-8.75 | Discretionary |
| 1 hour classes (rookie, survival, adults) - Direct Debit | £34.95 | £35.55 | 1.72% | £0.60 | Discretionary |
| 40 minute intensive lesson | £9.35 | | -100.00% | £-9.35 | Discretionary |
| Ducklings 10 wk course / 30 min lesson | £5.90 | | -100.00% | £-5.90 | Discretionary |
| Stage 1 - 3 (with assistants) 10 week course / 30 min lesson | £6.25 | | -100.00% | £-6.25 | Discretionary |
| Stage 1 - 3 (with assistants) - Direct Debit - 30 min lesson | £24.90 | £25.45 | 2.21% | £0.55 | Discretionary |
| Stage 4 - 7 10 wk course / 30 min lesson | £5.90 | | -100.00% | £-5.90 | Discretionary |
| Stage 4 - 7 10 wk course - Direct Debit | £23.65 | £25.45 | 7.61% | £1.80 | Discretionary |
| Stage 8 - 10 & Adult 10 wk course - 55mins / 1 hr | £8.95 | | -100.00% | £-8.95 | Discretionary |
| Stage 8 - 10 & Adult - Direct Debit | £35.75 | £36.50 | 2.10% | £0.75 | Discretionary |
| CHILDREN's lessons 10 weeks course / 30 min lesson | £5.75 | | -100.00% | £-5.75 | Discretionary |
| CHILDREN's lessons Direct Debit - 30 min lesson - with assistant | £25.00 | £25.45 | 1.80% | £0.45 | Discretionary |
| ADULT lessons 10 wk course / 60 min | £8.75 | | -100.00% | £-8.75 | Discretionary |
| ADULT lessons Direct Debit - 60 min | £34.95 | £36.50 | 4.44% | £1.55 | Discretionary |
| BIRTHDAY PARTIES | | | | | |
| Sports Hall Party | £113.05 | £115.05 | 1.77% | £2.00 | Discretionary |
| Sports Hall Party & Food for up to 23 children | £163.00 | £165.90 | 1.78% | £2.90 | Discretionary |
| Sports Hall / MegaBounce Party | £113.05 | £115.05 | 1.77% | £2.00 | Discretionary |
| Super Striker / Football (Indoors) | £82.25 | £83.70 | 1.76% | £1.45 | Discretionary |
| Super Striker / Football (Outdoors) | £59.10 | £60.15 | 1.77% | £1.05 | Discretionary |
| Swimming Pool Party (Main Pool) - rafts and inflatables | £123.35 | £125.55 | 1.79% | £2.20 | Discretionary |
| Swimming Pool Party (PnT Pool) - Paddle & Play | £113.05 | £115.05 | 1.77% | £2.00 | Discretionary |
| Swimming Pool - wet & wacky | £143.90 | £146.45 | 1.77% | £2.55 | Discretionary |
| Swimming Pool Party - rafts and inflatables | £123.35 | £125.55 | 1.79% | £2.20 | Discretionary |
| Jump & Jiggle Soft Play Party | £87.35 | £88.90 | 1.77% | £1.55 | Discretionary |
| Sports Party (indoors or outdoors) | £87.35 | £88.90 | 1.77% | £1.55 | Discretionary |

| CHERWELL | | | | | |
|---------------------------------|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| Mega Bounce & Tots Bounce Party | £128.50 | £130.75 | 1.75% | £2.25 | Discretionary |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| POOL HIRE - also see Birthday Parties | | | | | |
| Main Pool | £97.65 | £99.40 | 1.79% | £1.75 | Discretionary |
| Main Pool Gala | £130.00 | £132.30 | 1.77% | £2.30 | Discretionary |
| Trainer Pool | £70.95 | £72.20 | 1.76% | £1.25 | Discretionary |
| Trainer Pool Gala | £97.65 | £99.40 | 1.79% | £1.75 | Discretionary |
| Play & Teach Pool | £82.25 | £83.70 | 1.76% | £1.45 | Discretionary |
| School Hire (per lesson / teacher) | £18.00 | £18.30 | 1.67% | £0.30 | Discretionary |
| Swim Club - Weekday mornings per 55mins | £41.10 | £41.85 | 1.82% | £0.75 | Discretionary |
| Swim Club - evenings per 55mins | £65.70 | £66.85 | 1.75% | £1.15 | Discretionary |
| SPORTS HALL HIRE (per hour) | | | | | |
| Badminton Court Peak | £11.90 | £12.10 | 1.68% | £0.20 | Discretionary |
| Badminton Court Peak - Block Booking | £13.10 | £13.35 | 1.91% | £0.25 | Discretionary |
| Badminton Court Off-Peak | £9.55 | £9.70 | 1.57% | £0.15 | Discretionary |
| Badminton Court Off Peak - Block Booking | £10.55 | £10.75 | 1.90% | £0.20 | Discretionary |
| Junior Peak | £5.95 | £6.05 | 1.68% | £0.10 | Discretionary |
| Junior Off-Peak | £4.75 | £4.85 | 2.11% | £0.10 | Discretionary |
| Adult vs Junior Peak | £8.95 | £9.10 | 1.68% | £0.15 | Discretionary |
| Adult vs Junior Off-Peak | £7.20 | £7.30 | 1.46% | £0.10 | Discretionary |
| Hall Hire Peak (5-a-side) | £54.75 | £55.70 | 1.74% | £0.95 | Discretionary |
| Hall Hire Peak (5-a-side) - Block Booking | £60.25 | £61.30 | 1.74% | £1.05 | Discretionary |
| Hall Hire Off-Peak (5-a-side) | £43.80 | £44.60 | 1.83% | £0.80 | Discretionary |
| Hall Hire Off-Peak (5-a-side) - Block Booking | £48.15 | £49.00 | 1.77% | £0.85 | Discretionary |
| SQUASH COURTS HIRE (per 40 mins) | | | | | |
| Squash Court Hire Peak | £8.85 | £9.00 | 1.69% | £0.15 | Discretionary |
| Squash Court Hire Peak - Block Booking | £9.70 | £9.90 | 2.06% | £0.20 | Discretionary |
| Squash Court Hire Off-Peak | £7.50 | £7.65 | 1.95% | £0.15 | Discretionary |
| Squash Court Hire Off Peak - Block Booking | £8.25 | £8.40 | 1.82% | £0.15 | Discretionary |
| Junior Peak | £4.40 | £4.50 | 2.27% | £0.10 | Discretionary |

| CHERWELL | | | | | |
|-------------------------------------|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| Junior Off-Peak | £3.75 | £3.80 | 1.28% | £0.05 | Discretionary |
| Adult vs Junior Peak | £6.65 | £6.75 | 1.50% | £0.10 | Discretionary |
| Adult vs Junior Off-Peak | £5.65 | £5.75 | 1.71% | £0.10 | Discretionary |
| | | | | | |
| TABLE TENNIS HIRE (per hour) | | | | | |
| Adult Hire | £7.00 | £7.00 | 0.00% | £0.00 | Discretionary |
| Junior Hire | £3.50 | £3.55 | 1.43% | £0.05 | Discretionary |
| Adult vs Junior | £5.25 | £5.35 | 1.90% | £0.10 | Discretionary |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| ALL WEATHER PITCHES - BLC and KGLC | | | | | |
| Adult Football | £42.15 | £42.90 | 1.78% | £0.75 | Discretionary |
| Adult Football - Block Booking | £45.25 | £46.05 | 1.77% | £0.80 | Discretionary |
| Junior Football (up to 7.15pm) | £31.85 | £32.40 | 1.73% | £0.55 | Discretionary |
| Junior Football (up to 7.15pm) - Block booking | £35.05 | £35.65 | 1.71% | £0.60 | Discretionary |
| Junior individual PAYG | £2.95 | £3.00 | 1.69% | £0.05 | Discretionary |
| Senior individual PAYG | £4.60 | £4.70 | 2.17% | £0.10 | Discretionary |
| Whole Pitch | £107.25 | £109.15 | 1.77% | £1.90 | Discretionary |
| 2/3rds Pitch | £71.50 | £72.80 | 1.82% | £1.30 | Discretionary |
| 1/3rd Pitch | £35.75 | £36.40 | 1.82% | £0.65 | Discretionary |
| Tennis | £6.70 | £6.80 | 1.49% | £0.10 | Discretionary |
| EQUIPMENT HIRE | | | | | |
| Racquets - badminton, tennis, & table tennis bats | £2.05 | £2.10 | 2.44% | £0.05 | Discretionary |
| Bibs | £2.05 | £2.10 | 2.44% | £0.05 | Discretionary |
| Deposit (refundable) | £5.15 | £5.25 | 1.94% | £0.10 | Discretionary |
| Breakages (take from deposit) | £5.15 | £5.25 | 1.94% | £0.10 | Discretionary |
| Football hire | £2.06 | £2.10 | 2.15% | £0.04 | Discretionary |
| Football deposit | £10.00 | £10.20 | 2.00% | £0.20 | Discretionary |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| JUNIOR ACTIVITIES | | | | | |
| Sway Dance | £4.25 | £4.35 | 2.35% | £0.10 | Discretionary |
| Parent & Toddler Sessions | £6.15 | £6.25 | 1.63% | £0.10 | Discretionary |
| Adults & Juniors (1 hour) | £8.95 | £9.10 | 1.68% | £0.15 | Discretionary |
| Spice Up Saturday | £5.45 | £5.55 | 1.87% | £0.10 | Discretionary |
| Baby Bounce | £3.60 | £3.65 | 1.46% | £0.05 | Discretionary |
| Baby Bounce - additional sibling | £2.55 | £2.60 | 1.96% | £0.05 | Discretionary |
| Strikers / Dribblers | £5.25 | £5.35 | 1.90% | £0.10 | Discretionary |
| Mini Dribblers | £4.20 | £4.25 | 1.19% | £0.05 | Discretionary |
| Soft Play | £1.65 | £1.70 | 3.03% | £0.05 | Discretionary |
| Gymnastics and Trampoline (terms 12-14 weeks) | £7.00 | £7.10 | 1.43% | £0.10 | Discretionary |
| Gymnastics Direct debit (39 weeks spread over 52 weeks) - NEW FOR 2019 | £22.70 | £23.10 | 1.76% | £0.40 | Discretionary |
| Trampoline (30 minute class) | £3.80 | £3.90 | 2.54% | £0.10 | Discretionary |
| Tots Bounce | £2.65 | £2.70 | 1.89% | £0.05 | Discretionary |
| Tots Bounce - Family Member 50% off | £1.35 | £1.35 | 0.00% | £0.00 | Discretionary |
| Mega Bounce | £3.25 | £3.30 | 1.54% | £0.05 | Discretionary |
| Jump & Jiggle Area | £1.60 | £1.65 | 3.12% | £0.05 | Discretionary |
| ROOM HIRE | | | | | |
| Activity Hall - Peak | £48.30 | £49.15 | 1.76% | £0.85 | Discretionary |
| Exercise Studio | £21.50 | £21.90 | 1.86% | £0.40 | Discretionary |
| Activity Hall - Peak | £48.30 | £49.15 | 1.76% | £0.85 | Discretionary |
| Studio 1 | £64.50 | £65.65 | 1.78% | £1.15 | Discretionary |
| Studio 2 | £43.70 | £44.45 | 1.72% | £0.75 | Discretionary |
| Meeting Room - 1 hour | £18.50 | £18.85 | 1.88% | £0.35 | Discretionary |
| Meeting Room - half day | £61.75 | £62.85 | 1.78% | £1.10 | Discretionary |
| Meeting Room - full day | £102.80 | £104.65 | 1.80% | £1.85 | Discretionary |
| Body Therapy Clinic | £42.15 | £42.90 | 1.78% | £0.75 | Discretionary |

| CHERWELL | | | | | |
|----------------------------|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| BOWLING | | | | | |
| Adult 1 game | £4.90 | £5.00 | 2.04% | £0.10 | Discretionary |
| Adult 2 game | £8.35 | £8.50 | 1.80% | £0.15 | Discretionary |
| Adult 3 game | £11.80 | £12.00 | 1.69% | £0.20 | Discretionary |
| child/ concessions 1 games | £4.10 | £4.15 | 1.22% | £0.05 | Discretionary |
| child/ concessions 2 games | £7.00 | £7.10 | 1.43% | £0.10 | Discretionary |
| child/ concessions 3 games | £9.85 | £10.00 | 1.52% | £0.15 | Discretionary |
| Members 1 Game | £3.40 | £3.45 | 1.47% | £0.05 | Discretionary |
| Members 2 Game | £5.75 | £5.85 | 1.74% | £0.10 | Discretionary |
| Members 3 Game | £8.10 | £8.25 | 1.85% | £0.15 | Discretionary |
| Family Ticket | £12.65 | £12.85 | 1.58% | £0.20 | Discretionary |
| Family Ticket 2 Games | £21.35 | £21.75 | 1.87% | £0.40 | Discretionary |
| Family Ticket 3 Games | £29.30 | £29.80 | 1.72% | £0.50 | Discretionary |
| Link Card (any time) | £2.45 | £2.50 | 2.04% | £0.05 | Discretionary |
| Birthday Parties | £8.50 | £8.65 | 1.76% | £0.15 | Discretionary |
| Additional Child | £2.65 | £2.70 | 1.89% | £0.05 | Discretionary |
| Group 1 Booking | £0.00 | £0.00 | | £0.00 | Discretionary |
| Group 2 Booking | £0.00 | £0.00 | | £0.00 | Discretionary |
| Group 2B Booking | £0.00 | £0.00 | | £0.00 | Discretionary |
| Group 3 Booking | £0.00 | £0.00 | | £0.00 | Discretionary |
| Late night Special | £6.95 | £7.05 | 1.44% | £0.10 | Discretionary |
| Late night special 2 games | £9.25 | £9.40 | 1.61% | £0.15 | Discretionary |
| Late night special 3 games | £12.30 | £12.50 | 1.63% | £0.20 | Discretionary |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| CAMP ADVENTURE | | | | | |
| Half Day (am) 8.30-12.30 Half Day (pm) 2.00-6.00 | £12.75 | £13.00 | 1.99% | £0.25 | Discretionary |
| Half Day Family membership price @ 50% off | £6.35 | £6.50 | 2.36% | £0.15 | Discretionary |
| Lunch 12.30-2.30 | £6.50 | £6.60 | 1.54% | £0.10 | Discretionary |
| Lunch 12.30-2.30 Family membership price @ 50% off | £3.25 | £3.30 | 1.54% | £0.05 | Discretionary |
| Full Day 8.30-6.00 | £27.75 | £28.25 | 1.79% | £0.50 | Discretionary |
| Full Day 8.30-6.00 Family membership price @ 50% off | £13.90 | £14.15 | 1.80% | £0.25 | Discretionary |
| Full Week Half Day (am) 8.30-12.30 Full Week Half Day (pm) 2.30-6.00 | £53.45 | £54.40 | 1.78% | £0.95 | Discretionary |
| Full Week Half Day Family membership price @ 50% off | £26.30 | £26.75 | 1.71% | £0.45 | Discretionary |
| Full Week Lunch 12.30-2.30 | £22.10 | £22.50 | 1.81% | £0.40 | Discretionary |
| Full Week Lunch 12.30-2.30 Family membership price @ 50% off | £10.90 | £11.10 | 1.87% | £0.20 | Discretionary |
| Full Week Full Day 8.30-6.00 | £128.50 | £130.75 | 1.75% | £2.25 | Discretionary |
| Full Week Full Day 8.30-6.00 Family membership price @ 50% off | £64.25 | £65.40 | 1.79% | £1.15 | Discretionary |
| Half Day (am) 10-4 or 9-3 | £18.50 | £18.85 | 1.88% | £0.35 | Discretionary |
| Family - 50% off | £9.25 | £9.40 | 1.61% | £0.15 | Discretionary |
| Half day 8.45-3.15 | £19.00 | £19.35 | 1.84% | £0.35 | Discretionary |
| Family - 50% off | £9.50 | £9.65 | 1.58% | £0.15 | Discretionary |
| Full Day 8.30-6.00 | £27.75 | £28.25 | 1.79% | £0.50 | Discretionary |
| Full Day 8.30-6.00 Family membership price @ 50% off | £13.85 | £14.10 | 1.81% | £0.25 | Discretionary |
| Full Week Half Day (am) 10-4 or 9-3 | £82.25 | £83.70 | 1.76% | £1.45 | Discretionary |

| CHERWELL | | | | | |
|---|--------------------------------|--------------------------------|----------------------|----------------------|--------------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| <i>Family - 50% off</i> | £41.10 | £41.85 | 1.82% | £0.75 | Discretionary |
| <i>Half day 8.45-3.15</i> | £84.80 | £86.30 | 1.77% | £1.50 | Discretionary |
| <i>Family - 50% off</i> | £42.40 | £43.15 | 1.77% | £0.75 | Discretionary |
| <i>Full Week Full Day 8.30-6.00</i> | £128.50 | £130.75 | 1.75% | £2.25 | Discretionary |
| <i>Full Week Full Day 8.30-6.00 Family membership price @ 50% off</i> | £64.25 | £65.40 | 1.79% | £1.15 | Discretionary |
| Half Day 10-4 or 9-3 | £18.50 | £18.85 | 1.88% | £0.35 | Discretionary |
| Half Day - Family members - 50% off | £9.25 | £9.40 | 1.61% | £0.15 | Discretionary |
| <i>Half Day - Full Week</i> | £82.25 | £83.70 | 1.76% | £1.45 | Discretionary |
| <i>Half Day - Full Week - Family - 50% off</i> | £41.10 | £41.85 | 1.82% | £0.75 | Discretionary |
| Full Day 8.30-6.00 | £28.75 | £29.25 | 1.74% | £0.50 | Discretionary |
| Full Day - Family membership price @ 50% off | £14.40 | £14.65 | 1.74% | £0.25 | Discretionary |
| <i>Full Week - Full Day</i> | £133.65 | £136.00 | 1.76% | £2.35 | Discretionary |
| <i>Full Week - Full Day Family membership price @ 50% off</i> | £66.80 | £68.00 | 1.80% | £1.20 | Discretionary |
| OVER 50's | | | | | |
| Evergreens (Monday) | £3.05 | £3.10 | 1.64% | £0.05 | Discretionary |
| Evergreens (Tuesday) | £3.25 | £3.30 | 1.54% | £0.05 | Discretionary |
| Evergreens (Wednesday) | £3.85 | £3.90 | 1.30% | £0.05 | Discretionary |
| YAH - single activity | | | | | Discretionary |
| YAH - all activities | | | | | Discretionary |
| OTHER | | | | | |
| Parish Card (12 months) | £52.25 | £53.15 | 1.72% | £0.90 | Discretionary |
| Shower | £4.35 | £4.45 | 2.30% | £0.10 | Discretionary |
| Spectator - Adult | £1.05 | £1.05 | 0.00% | £0.00 | Discretionary |
| Spectator - Junior / Senior | £1.05 | £1.05 | 0.00% | £0.00 | Discretionary |
| Mixed Leisure | £4.40 | £4.50 | 2.27% | £0.10 | Discretionary |
| Adult Badminton Course | £43.70 | £44.45 | 1.72% | £0.75 | Discretionary |
| No Strings | £3.80 | £3.85 | 1.23% | £0.05 | Discretionary |

STRATFIELD BRAKE & WHITELANDS FARM

| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
|---|---------------------|---------------------|---------------|---------------|---------------------------|
| STRATFIELD BRAKE | | | | | |
| Cricket Pitch Hire (per match) | £97.00 | £98.70 | 1.75% | £1.70 | Discretionary |
| Cricket Pitch Hire (per match) - junior | £48.00 | £48.85 | 1.77% | £0.85 | Discretionary |
| Cricket Nets Hire (per hour) | £15.00 | £15.25 | 1.67% | £0.25 | Discretionary |
| | | | | | |
| Rugby Pitch Hire - Adult Matches (per match) | £70.00 | £71.25 | 1.79% | £1.25 | Discretionary |
| Rugby Pitch Hire - Adult Training (per hour) | £45.00 | £45.80 | 1.78% | £0.80 | Discretionary |
| Rugby Pitch Hire - Junior Matches (per match) | £38.00 | £38.65 | 1.71% | £0.65 | Discretionary |
| Rugby Pitch Hire - Junior Training (per hour) | £24.00 | £24.40 | 1.67% | £0.40 | Discretionary |
| Rugby Pitch Hire - Mini Matches (per match) | £17.00 | £17.30 | 1.76% | £0.30 | Discretionary |
| Rugby Pitch Hire - Mini Training (per hour) | £10.00 | £10.20 | 2.00% | £0.20 | Discretionary |
| GAB Adult Pitch Hire - Match | £56.00 | £57.00 | 1.79% | £1.00 | Discretionary |
| GAB Adult Pitch Hire - Training | £38.00 | £38.65 | 1.71% | £0.65 | Discretionary |
| GAB Junior Pitch Hire - Match | £31.00 | £31.55 | 1.77% | £0.55 | Discretionary |
| GAB Junior Pitch Hire - Training | £21.00 | £21.35 | 1.67% | £0.35 | Discretionary |
| GAB Mini Pitch Hire - Match | £14.00 | £14.25 | 1.79% | £0.25 | Discretionary |
| GAB Mini Pitch Hire - Training | £10.00 | £10.20 | 2.00% | £0.20 | Discretionary |
| GAB Floodlights (after 7pm - Sept) | £4.00 | £4.05 | 1.25% | £0.05 | Discretionary |
| | | | | | |
| Football Pitch Hire - Adult Matches (per match) | £70.00 | £71.25 | 1.79% | £1.25 | Discretionary |
| Football Pitch Hire - Adult Training (per hour) | £45.00 | £45.80 | 1.78% | £0.80 | Discretionary |
| Football Pitch Hire - Junior Matches (per match) | £38.00 | £38.65 | 1.71% | £0.65 | Discretionary |
| Football Pitch Hire - Junior Training (per hour) | £25.00 | £25.45 | 1.80% | £0.45 | Discretionary |
| Football Pitch Hire - Mini Matches (per match) | £17.00 | £17.30 | 1.76% | £0.30 | Discretionary |
| Football Pitch Hire - Mini Training (per hour) | £10.00 | £10.20 | 2.00% | £0.20 | Discretionary |
| KYFC Football Pitch Hire - Junior Matches (per match) 9v9 & 11v11 | £30.00 | £30.55 | 1.83% | £0.55 | Discretionary |
| KYFC Football Pitch Hire - Junior Training(p.hr) 9v9 & 11v11 | £24.00 | £24.45 | 1.88% | £0.45 | Discretionary |
| KYFC Football Pitch Hire - Mini Matches (per match) 5v5 & 7v7 | £14.00 | £14.25 | 1.79% | £0.25 | Discretionary |
| KYFC Football Pitch Hire - Mini Training (p.hr) 5v5 & 7v7 | £10.00 | £10.20 | 2.00% | £0.20 | Discretionary |
| | | | | | |
| Function Room Hire - per hour | £26.50 | £27.00 | 1.89% | £0.50 | Discretionary |
| Function Room - half day rate (9am-1pm) or (1pm-5pm) | £120.00 | £122.10 | 1.75% | £2.10 | Discretionary |
| Function Room - full day rate (9am to 5pm) | £240.00 | £244.25 | 1.77% | £4.25 | Discretionary |
| | | | | | |
| Running Club Showers | £1.30 | £1.30 | 0.00% | £0.00 | Discretionary |
| Changing Room Hire (per hour) | £10.00 | £10.20 | 2.00% | £0.20 | Discretionary |
| | | | | | |
| Projector & Screen | £20.00 | £20.35 | 1.75% | £0.35 | Discretionary |
| Refreshments | £20.00 | £20.35 | 1.75% | £0.35 | Discretionary |
| Kitchen Hire - hour | £30.00 | £30.55 | 1.83% | £0.55 | Discretionary |
| WHITELANDS FARM | | | | | |
| 3G Pitch - Adult - Full Pitch - per hour | £84.00 | £85.50 | 1.79% | £1.50 | Discretionary |
| 3G Pitch - Junior - Full Pitch - per hour | £47.00 | £47.85 | 1.81% | £0.85 | Discretionary |
| 3G Pitch - Adult - Half Pitch - per hour | £52.00 | £52.90 | 1.73% | £0.90 | Discretionary |
| 3G Pitch - Junior - Half Pitch - per hour | £31.00 | £31.55 | 1.77% | £0.55 | Discretionary |
| 3G Pitch - Adult - Quarter Pitch - per hour | £31.00 | £31.55 | 1.77% | £0.55 | Discretionary |
| 3G Pitch - Junior - Quarter Pitch - per hour | £21.00 | £21.35 | 1.67% | £0.35 | Discretionary |
| Walking Football - PAYG rate | £3.00 | £3.05 | 1.67% | £0.05 | Discretionary |
| Drop In - Adult - PAYG per player | £5.00 | £5.10 | 2.00% | £0.10 | Discretionary |
| Drop In - Junior - PAYG per player | £3.50 | £3.55 | 1.43% | £0.05 | Discretionary |
| | | | | | |
| Grass Pitch - Adult - Rugby - per hour | £46.00 | £46.80 | 1.74% | £0.80 | Discretionary |
| Grass Pitch - Junior - Rugby - per hour | £26.00 | £26.45 | 1.73% | £0.45 | Discretionary |
| Grass Pitch - Adult - Football - per hour | £46.00 | £46.80 | 1.74% | £0.80 | Discretionary |
| Grass Pitch - Junior - Football - per hour | £26.00 | £26.45 | 1.73% | £0.45 | Discretionary |
| | | | | | |
| 3G Pitch - Adult - Full Pitch - per match | £125.00 | £127.20 | 1.76% | £2.20 | Discretionary |
| 3G Pitch - 9 v 9 - per match | £40.00 | £40.70 | 1.75% | £0.70 | Discretionary |
| 3G Pitch - Junior - Full Pitch - per match | £70.00 | £71.25 | 1.79% | £1.25 | Discretionary |
| | | | | | |
| Grass Pitch - Adult - Rugby - per match | £68.00 | £69.20 | 1.76% | £1.20 | Discretionary |
| Grass Pitch - Junior - Rugby - per match | £37.00 | £37.65 | 1.76% | £0.65 | Discretionary |
| Grass Pitch - Mini - Rugby - per match | £16.00 | £16.30 | 1.88% | £0.30 | Discretionary |

| STRATFIELD BRAKE & WHITELANDS FARM | | | | | |
|--|----------------------------|----------------------------|----------------------|----------------------|----------------------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ | Statutory/ Discretionary? |
| Grass Pitch - Adult - Football - per match | £47.00 | £47.85 | 1.81% | £0.85 | Discretionary |
| Grass Pitch - Junior - Football - per match | £37.00 | £37.65 | 1.76% | £0.65 | Discretionary |
| Grass Pitch - Mini - Football - per match | £16.00 | £16.30 | 1.88% | £0.30 | Discretionary |
| Cricket Pitch - per match | £97.00 | £98.70 | 1.75% | £1.70 | Discretionary |
| Function Room - per meeting / per hour - one off | £27.00 | £27.50 | 1.85% | £0.50 | Discretionary |
| Function Room - regular bookings | £25.00 | £25.45 | 1.80% | £0.45 | Discretionary |
| Showers | £1.50 | £1.55 | 3.33% | £0.05 | Discretionary |
| Tennis - Adult - per hour | £7.00 | £7.10 | 1.43% | £0.10 | Discretionary |
| Tennis - Junior- per hour | £4.00 | £4.05 | 1.25% | £0.05 | Discretionary |

WOODGREEN

| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ |
|----------------------------------|---------------------|---------------------|---------------|---------------|
| Bowling* | | | | |
| Member Rink peak (2 hours) | £3.40 | £3.45 | 1.47% | £0.05 |
| Public Play | £2.95 | £3.00 | 1.69% | £0.05 |
| Link Play (per hour) | £1.65 | £1.70 | 3.03% | £0.05 |
| Learners (2 hours) | £3.80 | £3.85 | 1.32% | £0.05 |
| Disabled (per hour) | £1.65 | £1.70 | 3.03% | £0.05 |
| Membership Adult | £49.40 | £50.35 | 1.92% | £0.95 |
| New-to-bowls membership | £24.70 | £25.20 | 2.02% | £0.50 |
| Membership Junior | £15.00 | £15.30 | 2.00% | £0.30 |
| Junior Member peak (2 hours) | £1.85 | £1.90 | 2.70% | £0.05 |
| Junior Non Member peak (2 hours) | £3.70 | £3.75 | 1.35% | £0.05 |
| Bowls area wedding | £1,800.00 | £1,835.10 | 1.95% | £35.10 |
| Classes | | | | |
| Fit 'N'Fifty block of 10 | £24.80 | £25.30 | 2.02% | £0.50 |
| Fit 'N' Fifty | £3.10 | £3.15 | 1.61% | £0.05 |
| Fit 'N' Fifty LINK | £1.55 | £1.60 | 3.23% | £0.05 |
| Room Hire | | | | |
| Meeting room 1 hour | £16.00 | £16.30 | 1.88% | £0.30 |
| Swimming | | | | |
| Adult session | £4.30 | £4.40 | 2.33% | £0.10 |
| Adult All Day | £8.40 | £8.55 | 1.79% | £0.15 |
| Junior session | £2.80 | £2.85 | 1.79% | £0.05 |
| Junior All Day | £5.20 | £5.30 | 1.92% | £0.10 |
| Senior Citizen | £2.80 | £2.85 | 1.79% | £0.05 |
| Senior All Day | £5.20 | £5.30 | 1.92% | £0.10 |
| Early Bird/Lane swimming | £4.30 | £4.40 | 2.33% | £0.10 |
| Adult Lunchtime | £4.30 | £4.40 | 2.33% | £0.10 |

WOODGREEN

| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ |
|--|---------------------|---------------------|---------------|---------------|
| Junior/Senior Lunchtime | £2.80 | £2.85 | 1.79% | £0.05 |
| Family Ticket (2 adults, up to 3 children) | £13.35 | £13.60 | 1.87% | £0.25 |
| Block of 10 adult | £38.70 | £39.45 | 1.94% | £0.75 |
| Block of 10 adult all day | £75.60 | £77.05 | 1.92% | £1.45 |
| Block of 10 Junior/senior | £25.20 | £25.70 | 1.98% | £0.50 |
| Block of 10 junior/senior all day | £46.80 | £47.70 | 1.92% | £0.90 |
| Pool Hire (per hour) | | | | |
| Main Pool | £134.00 | £136.60 | 1.94% | £2.60 |
| Club Hire | £46.50 | £47.40 | 1.94% | £0.90 |
| Gala | £168.00 | £171.30 | 1.96% | £3.30 |
| Party hire | £168.00 | £171.30 | 1.96% | £3.30 |
| FITNESS / GYM | | | | |
| Single DD - FIXED | £26.00 | £26.50 | 1.92% | £0.50 |
| Single DD - FLEXI | £31.00 | £31.50 | 1.61% | £0.50 |
| Corporate (single) FIXED | £23.00 | £23.50 | 2.17% | £0.50 |
| Corporate (single) FLEXI | £28.00 | £28.50 | 1.79% | £0.50 |
| Gym casual admission | £6.60 | £6.75 | 2.27% | £0.15 |
| Shower (winter) | £2.00 | £2.05 | 2.50% | £0.05 |
| Junior Gym Session | £3.75 | £3.80 | 1.33% | £0.05 |
| Studio 1 hire per hour | £16.00 | £16.30 | 1.88% | £0.30 |
| Studio 2 hire per hour | £16.00 | £16.30 | 1.88% | £0.30 |
| Seniors Classes | £3.10 | £3.20 | 3.23% | £0.10 |
| Group Cycling | £6.20 | £6.35 | 2.42% | £0.15 |
| Fitness Classes (incl Zumba) | £6.10 | £6.25 | 2.46% | £0.15 |

| WOODGREEN | | | | |
|---------------------------|----------------------------|----------------------------|----------------------|----------------------|
| Fees and Charges | 2020/21 (excl. VAT) | 2021/22 (excl. VAT) | increase in % | increase in £ |
| Sway Dance - Street Class | £4.05 | N/A | | |
| Sway Dance - Ballet | £3.25 | N/A | | |

Cherwell District Council

Equality Impact Assessment

Budget and Business Planning 2021/22: Overarching Equality Impact Assessment

Context and Purpose

The Equality Act (2010) states that public bodies, including councils, need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty. The Act defines discrimination as the less favourable treatment of a person, because of a protected characteristic, as compared to others who do not share that characteristic. The legislation also applies where there is a belief that the person who is disadvantaged has a particular protected characteristic, even if that is not the case.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Cherwell District Council sets out its approach to equalities, diversity and inclusion, including how we meet the Public Sector Equality Duty, in the [Including Everyone](#) framework. Including Everyone sets out how the Council goes further than the protected characteristics in the Equality Act by also considering the impact our decisions have on:

- People living with social deprivation
- Rural communities
- Those leaving care
- Carers
- Those in our armed forces community

Equality Impact Assessments

All Council decisions are reviewed for equality impact at the appropriate level of detailed analysis depending on the potential service impact of the proposed change. This allows for the review of the potential impact of new and updated policies and service delivery decisions on those with the protected and additional characteristics. Where there is potential for material service impact, a formal Equality Impact Assessment is completed. This overarching assessment is made in support of the Budget and Business Planning proposals 2021/22. Additional individual impact assessments have also been published where specific proposals have the potential for material service impact.

Assessing Equality Impact does not guarantee that a change will never have a negative impact, but it is intended to ensure policies meet the diverse needs of individuals. Equality Impact Assessments also ensure that the outcomes of a proposal are considered, with the potential benefits maximised and possible challenges mitigated, within the overall funding available.

Section 1: Summary details

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| Directorate and Service Area | All Directorates and Service Areas |
| What is being assessed (e.g. name of policy, procedure, project, service or proposed service change). | This assessment sets out the overall impact that the budget and business planning proposals have on a range of equality and diversity characteristics, including the nine protected characteristics defined under the Equality Act 2010, and sets out any mitigations that have been put in place against possible negative impacts. |
| Is this a new or existing function or policy? | This impact assessment provides an overview of the 2021/22 budget and business planning proposals and so comments on changes to existing programmes as well as new proposals. |
| Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment). | <p>This assessment covers the overall budget and business planning proposal for Cherwell District Council and seeks to highlight key evidence and intelligence that the Council has used to assess the impact of its budget proposals on the nine protected characteristics set out in the Equality Act 2010.</p> <p>The Council has also assessed the impact on those living in rural areas, those living with social deprivation, armed forces communities and carers.</p> <p>The assessment has not identified any bias, unfair advantage or disadvantage to any groups or individuals. Where potential negative impacts have been identified, mitigations have been put in place to reduce impact.</p> <p>For rural communities, we have mitigated potential negative impacts on a number of proposals including the reduced scope for additional community development programmes where we will seek to place a duty on developers to fund community development activities in new communities via our Local Plan. Where we are proposing to reduce the cleaning of village streets, we will mitigate the impact by working with communities to promote community approaches to maintaining the public realm.</p> |

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| | <p>Where we have proposed to review or introduce fees for car parking, garden waste and public toilets, we have benchmarked these against neighbouring and similar local authorities to ensure that we manage the impact of change. We recognise that the impact of these changes may fall on particular groups and so have balanced the need to maintain these facilities for the good of all residents and in particular those in several of the protected groups who rely most on these services. For example, the public toilet proposals may impact more on those in certain protected groups who are more likely to rely on these facilities including elderly people, people with certain disabilities and those who are pregnant or caring for young children. However, increasing charges helps to ensure the future viability of this service and in particular helps to meet the needs of those protected groups. The potential impact is also mitigated by ensuring that there are easy means to pay, including contactless. Those disabled people accessing the RADAR scheme, which operates at all facilities, will not be subject to charges. For the review in car parking charges we will continue to make sure that those eligible for Blue Badges are exempt from these charges.</p> <p>The proposals include changes to the way we provide customer services, including the closure of three LinkPoint offices and the withdrawal of directly managed cash and card payment machines. While these changes have the potential to impact service users, the increasing range of alternative options and associated changes in the choices customers are already making in how they access services and make payments mean that no negative outcomes have been identified for any specific group of service users.</p> <p>Expanding services like bulky waste collection has the potential for positive benefit for those in rural areas, those with disabilities or those without access to transport while generating additional income for the Council.</p> <p>Finally, we have proposed to make the Cherwell Link residents' magazine publication principally online. We have mitigated the impact on those who are digitally excluded by ensuring that print copies will still be produced for local libraries and other public buildings, recognising that these is a risk associated with this mitigation during restrictions placed on public places due to COVID-19.</p> |
| Completed By | Lauren Rushen |
| Authorised By | Robin Rogers |
| Date of Assessment | December 2020 |

Section 2: Detail of proposal

| | |
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| <p>Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p> | <p>The Council's budget and business planning proposals are designed to enable us to deliver the key priorities in our Business Plan to enable communities to thrive and businesses to grow. Our strategic priorities are:</p> <ul style="list-style-type: none">- housing that meets your needs- leading on environmental sustainability- an enterprising economy with strong and vibrant local centres- healthy, resilient and engaged communities <p>In addition, key themes including Climate Action, Addressing Inequality and the Covid-19 Recovery will be critical in supporting the delivery of the Council's overarching priorities and vision.</p> <p>This budget and business planning round has been impacted by reduction or ongoing uncertainty in major funding streams including the New Homes Bonus Grant and Business Rates. In addition, significant budget pressures have arisen due to reduction in income due to Covid-19, alongside the additional costs incurred. In combination this is resulting in an extremely challenging budgeting and business planning process as set out in the main Budget and Business Planning reports.</p> |
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| <p>Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.</p> | <p>This impact assessment covers all savings proposals across Public Health and Wellbeing, Place and Growth, Commercial Development, Assets and Investment, Communities, Adults and Housing, Regulatory Services, Customers and Organisational Development. Details of proposals are set out in the main Budget and Business Planning proposals.</p> <p>Changes to fees and charges are addressed in the associated Fees and Chares schedule. Any increase to fees and charges may impact on those with more need to use a service, including due to an individual having one or more of the protected characteristics. Changes to fees and charges are proposed after consideration of inflation, service need, bench-marking and market opportunities. Where material service impact has been assessed from changes in charges these will be addressed through the equality impact assessment process that supports decision making on the budget and business planning report or the later specific decision making process associated with review and any subsequent proposed change.</p> |
| <p>Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact</p> | <p>In considering the impact of budget proposals before they are formally agreed, the Council undertakes a detailed process of democratic and community engagement. This includes:</p> <ul style="list-style-type: none"> • Using the Oxfordshire Joint Strategic Needs Assessment (JSNA) of health and wellbeing needs, and the associated Equalities Briefing and Cherwell District Profile to consider the impact of proposals as they are drawn up and in the development of this overarching assessment. The Council's JSNA can be found here; • Using data gathered as part of developing the Including Everyone Framework which can be found here; • A public consultation process, the results of which are published alongside the Budget and Business Planning proposals; • A democratic process including agreement of proposals by Executive, analysis and comment on those proposals by Budget and Business Planning Committee, and adoption of the budget by Full Council. Each of these stages provides an opportunity to invite comment and engagement from the public and representatives of particular organisations or population groups. |

Section 3: Impact Assessment

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| <p>Assessing the evidence and impact on those with the protected and additional characteristics</p> | <p>Age: In 2019 there were 150,503 residents in the Cherwell district, 3,600 of which were aged 85+. Cherwell’s population is ageing with the 85+ population predicted to increase by 88% by 2037. There were 42,861 people aged under 25 in Cherwell in 2018 (28.7% of the total population), this is slightly lower than the figure for the rest of the county where around 31% of the population is aged under 25. It is estimated that around 36,600 older people (aged 65+) living in Oxfordshire have never used the internet.</p> <p>Potential negative impact is identified for older people who may be less likely to have online access in relation to moving Cherwell Link from a print magazine to an online newsletter. This is mitigated by supplementing the online newsletter with a small print run, with copies distributed to public spaces such as libraries, family centres and leisure centres, recognising that these is a risk associated with this mitigation during restrictions on public spaces due to COVID-19. Potential impact is identified for older people with respect to the introduction of charges for garden waste collection in line with other councils, as this group is thought more likely to use the current service. This impact is mitigated by ensuring that the service charge is set at an affordable level and recognising that maintaining the service even with a charge is of greater benefit than ceasing or reducing the service. Alternative options do exist such as the use of Household Waste Recycling Centres (HWRCs) or home composting. Older people may also be more likely to be users of public conveniences and so may be more impacted by the increase in charges. Again, the rate has been set at a level bench-marked and assessed as affordable. The potential impact is also mitigated by ensuring that there are easy means to pay, including contactless. The increase in charges for facilities in Bicester in summer 2020 has not resulted in issues or complaints.</p> <p>Disability: Around 19% of the South East population have a disability, Oxfordshire is slightly lower than the regional average at 13%. As of 1 April 2019, there were 1,701 adults receiving long term social care for learning disabilities in Oxfordshire from Oxfordshire County Council Adult Social Care services. 3,718 children and young people aged between 0-25 are registered with a disability in Oxfordshire, 743 of which are from Cherwell. In 2019 67,577 adults were diagnosed with depression of which 16,534 were in Cherwell.</p> |
|--|---|

The enhanced provision of alternative contact channels as an alternative to travelling to LinkPoint locations has the potential to benefit those with some disabilities that make attending face to face appointments difficult. A potential positive benefit of moving the Cherwell Link newsletter online is noted for some people with visual impairments who will in future be able to access it in a format which can be read by screen readers. People with some disabilities may be more likely to be users of public conveniences and so may be more impacted by the increase in charges. Again, the rate has been set at a level which has been benchmarked and assessed as affordable. The potential impact is also mitigated by ensuring that there are easy means to pay, including contactless. The increase in charges for facilities in Bicester in summer 2020 has not resulted in issues or complaints. Those disabled people accessing the RADAR scheme, which operates at all facilities, will not be subject to charges. Potential impact is identified for people with disabilities with respect to the introduction of charges for garden waste collection in line with other councils, as this group may be less able to access alternative provision such as HWRCs. This impact is mitigated by ensuring that the service charge is set at an affordable level and recognising that maintaining the service even with a charge is of greater benefit than ceasing or reducing the service.

Gender Reassignment: There is limited information available on gender identity and data at a local level is not available. During the 2018-19 financial year, there were 379 applications for gender recognition certificates in the UK but this will be under representative of those whose gender identity does not match the sex they assigned at birth. No specific issues relating to gender reassignment have been identified as likely to arise as a result of these proposals.

Pregnancy and Maternity: There were 1,754 live births in Cherwell in 2018 and is a comparatively higher fertility rate to the county average. No specific issues relating to pregnancy and maternity have been identified as likely to arise as a result of these proposals. However, we will continue to ensure that our public conveniences are safe places for all people to use insofar as possible including those who are pregnant or caring for young children and may be more likely to make use of this service. Pregnant people and those looking after young children may also be more likely to be users of public conveniences and so may be more impacted by the increase in charges. The rate has been set at a level bench-marked and assessed as affordable. The potential impact is also mitigated by ensuring that there are easy means to pay, including contactless. The increase in charges for facilities in Bicester in summer 2020 has not resulted in issues or complaints.

Marriage and Civil Partnership: Only county level data could be sourced for this protected characteristic. At the time of the 2011 Census there were 128,400 married households in Oxfordshire and 682 registered same-sex civil partnerships. Same sex marriage became legal in 2014. In 2016 in Oxfordshire there were 3,501 marriages of opposite sex couples and 84 same-sex marriages. No specific issues relating to marriage and civil partnership have been identified as likely to arise as a result of these proposals.

Race including ethnic or national origin, colour or nationality: In the 2011 Census, 92.17% of Cherwell's residents were white (86.34% English/Welsh/Northern Irish/British, 0.78% Irish, 0.07% Gypsy or Irish Traveller and 4.98% Other white), 4.26% were Asian/Asian British (1.68% Pakistani, 1.18% Indian, 0.13% Bangladeshi, 0.46% Chinese and 0.80% Other Asian) 1.38% were Black/African/Caribbean/Black British and 0.39% were other ethnic groups. The majority of ethnic minority populations in Cherwell are based in Banbury.

Religion or belief: The question on religion and belief in the 2011 Census survey was voluntary and 67.7% of residents in Cherwell responded to this question. 94.2% of those that responded said that they were Christian, the largest non-Christian group stated that they were Muslim (2.3%) and 25% of respondents said that they had no religion or belief. No specific issues relating to religion or belief have been identified as likely to arise as a result of these proposals.

Sex: In Cherwell in 2019 there were 75,832 females (50.3%) and 74,671 (49.6%) males. No specific issues relating to sex have been identified as likely to arise as a result of these proposals.

Sexual Orientation: There is limited data on sexual orientation defined as people identifying as heterosexual/straight, gay/lesbian, bisexual or another sexual attraction. It was estimated that there was a total of 12,300 people aged 16+ in Oxfordshire identifying as Lesbian, Gay or Bisexual in 2018. No specific issues relating to sexual orientation have been identified as likely to arise as a result of these proposals.

Rural Communities: Oxfordshire is the most rural county in the South East at 2.6 people per hectare and 40% of our population live in smaller towns and villages.

The enhanced provision of alternative contact channels as an alternative to travelling to LinkPoint locations has the potential to benefit those living in rural communities by making interaction with the Council easier. Potential impact is identified for people living in rural communities with respect to the introduction of charges for garden waste collection in line with other councils, as this group may be less able to access alternative provision such as HRWCs. This impact is mitigated by ensuring that the service charge is set at an affordable level. Alternative options do exist such as home composting.

Armed Forces: In April 2019 there were 9,550 regular armed forces personnel stationed in Oxfordshire and in March 2019 there were 6,592 recipients of pensions/compensation under the Armed Forces Pension Scheme, War Pension Scheme and Armed Forces Compensation Scheme in the county.

A potential positive benefit of moving the Cherwell Link newsletter online is identified for armed forces families or personnel stationed on bases or out-of-district as they will in future be able to access the newsletter and stay in touch with the District wherever they are located.

Carers: In 2018-19 there were a total of 4,105 carers in Oxfordshire who were registered and receiving a service in the form of a carer's assessment or direct payment from a pooled budget. It is estimated that there are 13,254 unpaid carers in Cherwell. No specific issues relating to carers have been identified as likely to arise as a result of these proposals.

Carer leavers: Care Leavers face many challenges as they move into adulthood, such as those relating to careers, education, accommodation and personal change. This impact assessment has identified no specific impact of our budget and business planning proposals on Care Leavers.

Areas of Social Deprivation: Although Oxfordshire is generally considered to be relatively affluent, there are pockets of deprivation and a number of these are located in Cherwell wards. Parts of Banbury Cross and Neithrop, Banbury Ruscote, Bicester South and Ambrosden, Bicester West, Kidlington East, and Launton and Otmoor are within the 20% most deprived areas of Cherwell.

There is not considered to be any adverse impact on those living with social deprivation, who may be more likely to be occupy properties affected by a proposed review of rent in Build! Properties. This is

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| | <p>because the increase is limited and processes in place ensure that tenants who are eligible to have their housing costs paid either through Housing Benefit or Universal Credit can continue to have the whole amount covered.</p> <p>Potential negative impact is identified for people living with social deprivation who may be less likely to have online access, in relation to moving the Cherwell Link newsletter online. This is mitigated by supplementing the online newsletter with a small print run, with copies distributed to public spaces such as libraries, family centres and leisure centres, recognising that there is a risk associated with this mitigation during restrictions on public spaces due to COVID-19.</p> <p>Potential impact is identified for people living with deprivation with respect to the introduction of charges for garden waste collection in line with other councils, as this group may be less able to afford the charge. This impact is mitigated by ensuring that the service charge is set at an affordable level. Alternative options do exist such as the use of HWRCs or home composting.</p> <p>The overall budget proposals have been developed with the objective of effectively targeting services so that we continue to meet the needs of the most vulnerable, including those living with deprivation, and fulfil our statutory duties.</p> |
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Appendix 7

2021/22 Cherwell District Council budget consultation

This annex sets out the key findings from Cherwell District Council's budget consultation, carried out between 8 December 2020 and 8 January 2021, to support budget and business planning.

Executive summary

In total, the council received **383** completed online survey responses and **five** email responses - one from a parish council, one from a business and three from residents.

Views on council services

- Household waste and recycling collection and food/garden waste collection were valued most by survey respondents. Alongside dealing with anti-social behaviour, they were also considered the most important in making somewhere a good place to live.
- Of lesser importance and value to survey respondents, compared to the other council services listed, were grants for voluntary and community groups, public conveniences and the provision of housing support services.

Savings proposals

- Except for the parking charges savings proposal (56 per cent opposed, 30 per cent support and 13 per cent neutral), all other savings proposals received a combined higher level of support or neutral views than opposition.

Council tax

- Three in five respondents (62 per cent) were prepared to support the proposed increase in council tax as expressed in the survey (increasing council tax by £5 per year for an average B and D property). A third (33 per cent) disagreed.

Approach

1. Between 8 December 2020 and 8 January 2021, Cherwell District Council invited comments on its budget proposals. Residents and stakeholders were also signposted to a supporting consultation document for background information and the report that went to Budget Planning Committee on Tuesday 15 December.
2. Feedback was primarily collated using an online survey, but residents and stakeholders could also submit comments by email. Due to COVID-19, paper copies were not placed in Cherwell District Council's public buildings but were available on request.
3. The budget consultation was actively promoted to a wide range of audiences using multiple channels (media, social media and other digital platforms,

website, advertising) including to staff and members to spread the word. The social media posts stimulated several comments and, where genuine questions were raised, we responded to clarify any misunderstandings and provide helpful information.

Responses and feedback

4. In total, the council received **383** completed online survey responses and **five** email responses - one from a parish council, one from a business and three from residents. Not everyone answered each question (as was permitted) – summaries in this report focus on the total number of people who answered each question.
 - Proportionally, slightly more women (51 per cent) than men (45 per cent) completed the online survey.
 - There was a spread of responses across different age groups, with most (77 per cent) respondents being aged 35 - 64. Eighteen per cent were aged 65 and over and very few (0.8 per cent) respondents were aged under 25.
 - Facebook (81 per cent) was the most successful channel by far in driving interest in the consultation.
5. This consultation feedback will be shared as followed:
 - All responses will be redacted (in line with data protection consent) and made available for all members to review.
 - The consultation report will be shared with members to support Executive and full Council meetings and will be published on the council's website with a link to the meetings.
 - We will also create a visually engaging report, post budget setting, summarising key points for residents and describing outcomes.

Views on council services

6. To encourage people to think about what Cherwell District Council does, council's services were grouped into the eighteen broad areas and people were asked: 'How much do you value each of these', using scoring out of 10, where 1= do not value at all and 10= value immensely.
7. Respondents were then asked to consider the role of the same eighteen different services areas in defining the quality of life in their local area. We asked, 'How important are these services areas in making your local area a good place to live?' A rating scale was set for: very important; fairly important; neither; of little importance; not important at all.
8. Household waste and recycling collection (93 per cent) and food/garden waste collection (91 per cent) were the services valued most by survey respondents, with over half stating they value them immensely. Alongside dealing with anti-social behaviour, these two waste services were also considered the most important in making somewhere a good place to live.

9. Of the lesser importance and value to survey respondents, compared to the other council services listed, were grants for voluntary and community groups, public conveniences and the provision of housing support services.
10. The table below shows the relative personal value respondents placed on each of the different council services listed and how important they considered each to be in making somewhere a good place to live. The services are ranked in order of perceived importance.

Perceived value and importance of our services

| | Value score of least 7 out of 10 % | Very/fairly important in making somewhere a good place to live % |
|---|---|--|
| Dealing with anti-social behaviour | 76 | 95 |
| Household recycling collection and food/garden waste collection | 91 | 94 |
| Household waste collection | 93 | 94 |
| Street cleaning and tackling of environmental crime | 79 | 89 |
| Activities for young people | 51 | 82 |
| Recycling centres (e.g. bottle banks) | 74 | 81 |
| Monitoring of food hygiene and health and safety of businesses | 76 | 80 |
| Parks and playgrounds | 68 | 77 |
| Supporting the creation of jobs in the local area | 65 | 76 |
| Development control (i.e. planning permission and enforcements) | 55 | 73 |
| Planning Policy (i.e. long-term development and conservation) | 65 | 72 |
| Activities for older people | 54 | 70 |
| Sports and leisure facilities and activities | 65 | 69 |
| Town centre development | 60 | 69 |
| Providing affordable housing | 53 | 64 |
| Provision of housing support service | 49 | 58 |
| Public conveniences | 48 | 55 |
| Grants for voluntary and community groups | 46 | 54 |

Savings proposals

11. The survey gave people the opportunity to give their views on the 53 savings proposals put forward, by stating if they supported, opposed or were neutral towards each and give comments. Overall, most people gave a view on each proposal but few people substantiated their views.
12. Except for the parking charges savings proposal (56 per cent opposed, 30 per cent support and thirteen per cent neutral), all other savings proposals received a combined higher level of support or neutral views than opposition. More detailed commentary grouped by broad service area, is below. All councillors will be able to view the full feedback in the consultation deposit including charts to show the feedback by savings proposal.

Adults and housing:

13. There was broad agreement with all three savings proposals in this section; with opposition under 10 per cent and neutral responses ranging between 23 per cent for SAV2112 (ensure that civil penalties are rigorously imposed and recovered in all appropriate cases in order that income is maximised) and 35 per cent for SAV2108 (a reduction in overheads within the housing service and restructure the debt and money advice contract).

Public health and wellbeing:

14. Broad agreement was shown for the following savings proposals:
- SAV2115 (delivering sports and physical activity in new ways and working in partnership to reduce the amount spent on venue hire, external coaches and equipment).
 - SAV 2116 (developing new models of delivery to make more use of the youth activators in school holidays).
 - SAV 2123 (working with partners to make Stratfield Brake, Kidlington more accessible and need less subsidy to operate well).
 - SAV 2117 (one-off reduction in the cost of the leisure contract linked to repairs and maintenance requirements).
 - SAV 2128 (additional income from Oxfordshire County Council to pay for administering the Councillor Priority Fund).
 - SAV 2118 (income generation from sports pitches).

Agreement ranged from 52 per cent to 62 per cent.

15. Other savings proposals where a neutral view is nearly equal to, or exceeds support, can be seen for:
- SAV 2132 (restructuring of the healthy place shaping team).
 - SAV 2119 (maintain the core grant to Banbury Museum but review additional support for utility costs that the Museum Trust will become responsible for).
 - SAV 2122 (correction of revenue budget to better reflect costs across all leisure facilities).
16. SAV2199 (review funding to the Citizen's Advice Volunteer Connect service and deliver some elements of reshaped service in house) received virtually equal responses across the three categories, with opposition being equal to support. Nine people provided comments as to why they opposed this proposal and specifically they were concerned about the likely increase in demand due to the coronavirus pandemic and its economic impact on people's lives. They felt this service is greatly valued, and a decrease in their offer is a false economy and to the detriment of residents.
17. The remaining proposal in this section where opposition (40 per cent) was virtually equal to support (38 per cent) was SAV2124 (reduce the grant payment to The Mill Arts Centre Trust). Six out of the 149 respondents opposed to this savings provided comments to substantiate their response. They stated the wellbeing benefits being delivered by The Mill, in terms of education and entertainment were crucial at this current time. They strongly supported funding continuing.

Place and growth:

18. Overall support was shown for all the savings proposals in this section, except SAV2101b (rental increase for affordable homes and shared ownership properties owned by the council). Opposition (40 per cent) is virtually equal to support (39 per cent) alongside (20 per cent) neutral views. Thirty-four people provided comments in this section to support their views and most related to SAV2101b. It was felt that increasing rent for people, who may already be on low incomes and more negatively impacted by the effects of COVID-19, could create long term damaging implications, driving up debt and homelessness, causing families to fall further into crisis and potentially increasing people's reliance on benefits to survive.

Regulatory services:

19. There was broad agreement (58 per cent) to the single proposal SAV2105 (increase income from licensing and chargeable work in environmental health) in this section.

Commercial development, assets and investment:

20. There was significant agreement with the eleven savings proposals in this section, except for SAV2133e (land disposal programme) and SAV2139 (removal of previously agreed project review funding within the growth and commercial service area) where neutral responses are equal to those in support. Overall, opposition averages just 6.5 per cent of responses.

Customers and organisational development

21. Significant support was shown for the following savings proposals in this section:

- SAV2158 (to reduce the annual budget of computer hardware expenses due to a reduced hardware demand currently).
- SAV2159 (to increase the land charges income by increasing our local standard search fee by £15 from £170 to £185).
- SAV2160 (to reduce the annual budget of mileage, stationery and paper due to an increased use of working from home and digital methods in customer services).
- SAV2166 (to remove the four cash and card payment machines located at the Cherwell District Council offices to reduce costs associated with accepting these payments).
- SAV2169 (to reduce the annual budget for postage as a result of ongoing increase in use of digital methods of accessing and sending correspondence and information).
- SAV2153 (deliver business administrative support to directors through a shared provision across Oxfordshire County Council and Cherwell District Council).
- SAV2154 (establish a charged videography and design service for external customers).
- SAV2156 (savings achieved by reducing consultant fees, Cherwell Link magazine moving online, no longer contributing to district data post and various other non-pay budget lines across the communities, strategy and insight service area).

- SAV2172 (deliver targeted savings across digital and IT).
- SAV2188a (service redesign in the human resources transactional team due to the roll out of i-Trent HR system).
- SAV2188c (reduction in training budget).

All of these received between 60 per cent (SAV2154) and 87 per cent (SAV2160) support.

22. SAV2157 (reducing staffing costs within customer services) has virtually equal support and opposing responses. Thirty-six per cent opposed and 36 per cent support this proposal. This proposal received five free text responses with a mixed level of opinion.
23. For SAV2167 (to close the LinkPoint offices, and provide appointment services by phone and online, with face to face appointments at Bodicote House only) 27 per cent opposed and 30 per cent were neutral. Around four in ten (43 per cent) supported it. Of the eight respondents who provided comments to substantiate their opposition, concern focused on the potential to disproportionately negatively impact residents who are vulnerable and do not have access to IT.
24. SAV2155 (hold three vacancies across communications, strategy and insight service area) showed 42 per cent neutral responses versus 50 per cent supported.
25. Finally, SAV2188b (no graduate trainee will be recruited by the council in the current round) shows a level of opposition of 43 per cent versus 32 per cent support, with 25 per cent neutral. Eight respondents provided comments on why they opposed this savings proposal. They suggested this proposal did not generate a significant enough saving to justify not providing opportunities to young people who have been severely affected by COVID. It was advocated that the council should set an example to employers in the private sector in their continued commitment to the next generation of workers.

Communities

26. This is the one broad service area where level of opposition was most pronounced.
27. SAV 2143 (growth of the bulky bin and bulk waste service has made it easier for residents to get rid of their waste with this cost-effective service) was significantly supported (80 per cent).
28. SAV2149 (increase charging for using public conveniences to 20p) saw broadly similar level of support (46 per cent) compared to opposition (41 per cent with 13 per cent neutral).
29. SAV2150 (mechanical sweeping in villages to be carried out annually with a reduction in urban town centre late evening cleansing in the summer) was opposed by 42 per cent, to 38 per cent in support and 21 per cent neutral responses. This proposal received mixed comments with five people feeling that it would be further detriment to the quality of environments that people

live, shop, work and travel. There was a suggestion that, while the service was needed, it should be carried out when required, rather than on a time basis.

30. Of all the savings proposals put forward, SAV2144 (review parking charges in car parks) received the greatest level of opposition (56 per cent) compared to 30 per cent support alongside thirteen per cent neutral. Two of the emails we received also strongly opposed this proposal. Twenty-one people clarified their opposition in the comments section. The main concerns were the perceived reducing footfall in towns at a time when they are in decline; and increased parking charges, further discouraging people from entering the town centre.
31. SAV2145 (introduce a new food waste collection service; charge for the garden waste collection service from July 2021) received support of 47 per cent, with 40 per cent opposed and 12 per cent neutral. This savings proposal received the highest number of comments from people wishing to clarify their views, with 45 people providing their opinions.
- Comments ranged from concern about the burning of garden rubbish, flytipping and additional trips to the recycling centres, to complaints that this service should fall within the current council tax charges and that this service should not attract an additional cost.
 - The proposal to introduce a new food waste collection service was largely overlooked within the free text, with most respondents focusing on the garden waste charges being introduced.

Proposed council tax increase

32. Around three in five respondents (62 per cent) agreed they would be prepared to support the proposed increase in council tax as expressed in the survey (increasing council tax by £5 per year for an average B and D property) whereas a third (33 per cent disagreed and five per cent did not know).
33. Fifty respondents made comments to support their response and while many people used this opportunity to make individual points, such as sharing their views on the council or the taxation system in general, three themes did emerge.
- A small number of respondents raised concerns about raising taxes in the current economic climate and/or the impact it will have on the less well-off in society (nine responses).
 - Others said they would be happy to pay the increase but not if some of the other proposed charges were also introduced (four responses)
 - Others were willing to pay more in general to stop cuts or improve services (three responses).

All councillors will be able to view the full feedback in the consultation deposit.

Other comments on the budget

34. Forty-four respondents provided feedback when asked if they had any other comments on the council's budget. Many people used this as an opportunity

to make individual points about the council, not directly related to any savings proposal. A small number of people used this as an opportunity to reiterate their views on specific service change proposals (four people), whereas others provided feedback on the consultation (seven people). Again, all councillors will be able to view the full feedback in the consultation deposit.

Ends

15 January 2021

Appendix 8

Comments from Budget Planning Committee

December 2020 – Consideration of Budget Proposals

Specific recommendations to Executive

- High level discussions should take place to determine whether or not kerbside collection of glass recycling would be possible alongside the proposed food waste collection service.

Additional information requested

- Regarding the impact of the proposed rental increase for affordable homes and shared ownership properties
- Where suggested savings involve the potential for staffing reductions, further information regarding the value of reductions will be provided to Budget Planning Committee members when the formal consultation process has been completed and figures are confirmed and available. It was noted that Personnel Committee has the remit to review staffing implications as per the Council's constitution and that this is the appropriate body for these deliberations.

5 January 2021 – Capital Bids and Slippage

Feedback to Executive

- Bid CAP2116 – New Chargeable Garden & Food Waste - That consideration be given to a pilot for food waste collections
- Bid CAP2116 – New Chargeable Garden & Food Waste - The use of smaller filters be considered in relation to compost recycling, to allow use of the compost in the domestic market as well as agriculture
- On street Recycling Bins (slippage) - That discussions take place with Town/Parish Councils regarding the possibility of siting additional recycling bins across the district
- Vehicle Replacement Programme (slippage) - That consideration be given to hydrogen powered replacement vehicles, as well as electric vehicles
- Bid CAP2105 Bicester Dovecote - That discussions take place with Bicester Town Council regarding ownership of the Dovecote
- Bid TBC – Solar Panels at Castle Quay - Acknowledgement that the proposed solar panels will be externally funded but the item needs to remain on the Capital programme

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Gross Budget, Income, Net Budget and Future Years MTFS Changes by Directorate

Appendix 9

| | Gross Expenditure | Gross Income | Total | Net Change to | Net Change to | Net Change to | Net Change to | Net Budget at end of Period |
|--------------------------|-------------------|------------------|---------------|----------------|----------------|---------------|---------------|-----------------------------|
| Directorate | 2021/22 | 2021/22 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2025/26 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Adults & Housing | 2,338 | (476) | 1,862 | (327) | (3) | (3) | (3) | 1,526 |
| CDA&I | 7,682 | (7,518) | 164 | (1,103) | (1,628) | 204 | 11 | (2,352) |
| CODR | 32,728 | (27,282) | 5,446 | (21) | (32) | (32) | (32) | 5,329 |
| Environment & Place | 17,254 | (10,527) | 6,727 | (1,476) | (428) | (134) | (12) | 4,677 |
| PH & Wellbing | 3,369 | (1,537) | 1,832 | 306 | (9) | 5 | 19 | 2,153 |
| Service Sub-Total | 63,371 | (47,340) | 16,031 | (2,621) | (2,100) | 40 | (17) | 11,333 |
| Exec Matters | 11,068 | (8,171) | 2,897 | 4,845 | 1,214 | 688 | 1,122 | 10,766 |
| Policy Contingency | 3,487 | 0 | 3,487 | (3,104) | (851) | (387) | (552) | (1,407) |
| Cost of Services | 77,926 | (55,511) | 22,415 | (880) | (1,737) | 341 | 553 | 20,692 |
| Council Tax | 21 | (7,703) | (7,682) | (403) | (428) | (448) | (405) | (9,366) |
| Business Rates | 32,533 | (42,727) | (10,194) | 5,767 | (410) | (457) | (446) | (5,740) |
| New Homes Bonus | | (4,423) | (4,423) | 2,656 | 1,767 | 0 | 0 | 0 |
| Revenue Support Grant | 0 | (116) | (116) | 116 | 0 | 0 | 0 | 0 |
| Total | 110,480 | (110,480) | 0 | 7,256 | (808) | (564) | (298) | 5,586 |

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Revenue Grants

Appendix 10

| Directorate | Grant / Contribution | Source | £000 |
|---------------------------|----------------------------------|------------|--------------|
| Adults & Housing Services | Syrian Refugee Initiative | Government | 47 |
| Environment & Place | Neighbourhood Planning | Government | 30 |
| Finance | NNDR Cost of Collection | Government | 231 |
| Finance | Council Tax Annex Discount | Government | 215 |
| Finance | Housing Benenfit Admin Subsidy | Government | 259 |
| Adults & Housing Services | Home Improvement Agency | Other | 126 |
| Finance | Local Council Tax Support Scheme | Other | 178 |
| Exec Matters | LCTS Harship | Government | 159 |
| Exec Matters | Covid Grant | Government | 720 |
| Exec Matters | Lower Tier Council | Government | 897 |
| Total | | | 2,862 |

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CHERWELL DISTRICT COUNCIL RESERVES POLICY

1. Background

- 1.1. The purpose of this policy is to set out how Cherwell District Council (CDC) will determine and review its overall level of reserves and how it uses them.
- 1.2. Sections 31A and 42A of the Local Government Finance Act 1992 require authorities to have regard to the level of balances and reserves needed for meeting estimated future expenditure when calculating the council tax requirement.
- 1.3. CDC has usable reserves and unusable reserves on its Balance Sheet. The unusable reserves are as a result of accounting adjustments and are not therefore available to spend. This policy will concentrate on usable reserves.

2. General Policy

- 2.1. Usable reserves can be split into the following categories:
 - General Balances
 - Earmarked Reserves
 - Revenue Grant Related Reserves
 - Capital Reserves
- 2.2. CDC maintains usable reserves primarily for the following reasons:
 - The need to put aside sums in case of unexpected or unplanned events or emergencies.
 - To smooth out the impact of payments on the revenue account
 - To cover timing differences such as grant money received in any given year where expenditure takes place in a later year
 - To provide pump prime funding for projects to deliver changes in working practices on an invest to save basis. Any approved use on this basis must include an agreed repayment plan
 - A means of building up funds to meet known or predicted liabilities
- 2.3. Reserves can only be used on a one-off basis which means that their application does not offer a permanent solution to delivering savings or reductions in the level of expenditure.

3. Usable Reserves

3.1. General Balances

- 3.1.1. These are funds that do not have restrictions as to their use. CDC can use them for any purpose within the General Fund. The purpose of general

Appendix 11

reserves is to manage the impact of exceptional emergencies and unforeseen events. Without such reserves the potential financial impact of these unforeseen events could cause a financial deficit in the General Fund, which would be severely disruptive to the effective operation of the authority.

3.2. Earmarked Reserves

3.2.1. Earmarked Reserves enable CDC to set aside sums to meet specific future anticipated liabilities. Funds could be set aside for items such as (but not limited to):

- cyclical maintenance,
- cyclical events such as elections,
- income generated that must be spent on specific purposes,
- managing market volatility (e.g. commercial rent)
- insurance.

3.2.2. Earmarked reserves should not be held for a sustained period of time as they are held for a specific purpose¹. Where earmarked reserves are no longer required for their original purpose or are not expected to be spent over the medium term they should be reviewed and a decision made on using for alternative purposes.

3.2.3. In line with financial regulations, where a service has generated a service underspend as part of its day to day running, this should not be requested to be set aside as an earmarked reserve without a specific purpose; it should contribute to the overall benefit of CDC's financial position and the achievement of its corporate objectives.

3.2.4. The request to use earmarked reserves, create new earmarked reserves or contribute to existing earmarked reserves (where not approved as part of the budget) must be approved by the Executive. The allocation of Earmarked Reserves will be made when services can demonstrate that the funding is required for that particular purpose.

3.3. Revenue Grant Related Reserves

3.3.1. These reserves relate to the unused element of grant support for which the conditions of the grant are expected to be met. The reserves will be used to meet future years' expenditure for the service for which the grant was awarded. These reserves are managed by Directors.

3.3.2. CDC holds various Section 106 reserves which were contributed by private companies to improve the local community. The fund must be used for the specific scheme and within the agreed timescale. If funds are not used they need to be returned back to the contributors.

¹ with the exception of insurance reserves held to manage risk for which it is difficult to forecast when they will be called upon

Appendix 11

3.3.3. Use of these reserves should be planned as part of the budget setting process. Use of these reserves during the financial year requires approval by the Section 151 Officer.

3.4. Capital Reserves:

3.4.1. These are reserves that have been set aside to finance capital schemes and cannot be used to support revenue expenditure without the consent of the Secretary of State for Local Government. These reserves comprise:

- Capital Receipts Reserve reflects the income received from the disposal of capital assets prior to being used to fund future capital expenditure or for the redemption of debt. Capital receipts cannot be used to fund revenue expenditure except where allowed by statute. CDC will allocate resources from the Capital Receipts Reserve in line with its priorities
- Capital Grants Unapplied reflects the unused element of capital grants or capital contributions awarded to CDC, for which the conditions of the grant support are expected to be met or for which there are no conditions. The reserve will be used to meet future years' capital expenditure in a way which best fits with CDC's priorities.

4. **Determining the Level of General Balances and Earmarked Reserves**

4.1. CDC must maintain sufficient general balances and earmarked reserves to cover the key financial risks and contingencies.

4.2. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report on the adequacy of the proposed financial reserves

4.3. As part of the budget setting process the Section 151 Officer will consider and assess the level of general balances and earmarked reserves. Consideration will be given to the strategic, operational and financial risks facing CDC.

4.4. Major factors to be considered when evaluating the level of general balances and earmarked reserves, include but are not limited to the following:

| Budget Assumptions | Issues to Consider |
|--|---|
| Inflation and interest rate volatility | The overall financial standing of CDC |
| Scale of budget gap over the medium term | The trend of CDC's financial management and the robustness of the MTFS – i.e. is it balanced over the medium term and delivered annually? |

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| | |
|---|--|
| Savings delivery | Size, scale, complexity and pace of the savings programme and risks around slippage or non-delivery. |
| The availability of other funds to deal with major contingencies and the adequacy of provisions | The adequacy of CDC's arrangements to cover major unforeseen risks. |
| Income streams | Volatility in levels of income |
| Government funding | Political landscape and approach to allocating funding across local government |

5. Governance and Review

- 5.1. The Council recognises the need to hold and maintain adequate reserves that meet the needs of the organisation. However, there is an opportunity cost as a result of the Council allocating resources away from other potential uses. It is therefore essential for the Section 151 Officer to regularly review the purpose and level of reserves.
- 5.2. All anticipated use of reserves should be understood and recognised as part of the budget setting process and agreed when Council approves the budget.
- 5.3. Any identified use of, or contribution to, reserves after the budget has been set should be approved by the Executive, or the Section 151 Officer in the case of grant reserves, prior to the budget being changed. Uses should be for specific purposes for which reserves have been set aside and not to address savings non-delivery or budget pressures. Contributions to reserves should be for specific costs expected to be incurred in the future.
- 5.4. The reserves position is reported quarterly as part of the revenue monitoring process. The planned usage of reserves is also included as part of the budget setting process. In addition the level and use of reserves is reported and reviewed during the closedown process.
- 5.5. The reserves policy will be reviewed annually as part of the budget setting process.

6. Use of Reserves Approval

- 6.1. Table 1 below shows the level of approval required to use or contribute to usable reserves.

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Table 1 Level of approval required for requested use of or contribution to reserves

| Type of Reserves | Level of Approval Required |
|--|----------------------------|
| General Reserves and Balances | Executive* |
| Earmarked Reserves | Executive* |
| Revenue and Capital Grant Related Reserves | Section 151 Officer |
| Capital Reserves** | Executive* |

* Unless previously approved by Full Council as part of approval of the budget

** Approval required for contribution from reserves only

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Appendix 12 – S25 Statement – General Balances Risk Assessment

| Risk | Mitigation | Likelihood | Probability Weighted potential impact |
|---|--|------------|---------------------------------------|
| Economic Downturn in excess of current assumptions | An economic adjustment has been factored into growth assumptions | 25% | 0.500 |
| Council Tax growth forecasts optimistic given potential economic downturn | Council tax forecasts are based on planning approvals the Council has given | 25% | 0.055 |
| Council Tax Support Claimants greater than budgeted | The taxbase projections have assumed an increase in CTS claimants | 25% | 0.038 |
| Outcome of the Government Fair Funding Review and Spending Review | The outcome may not be in line with current financial planning assumptions of neutral in real terms. There is potential for both improvements and deterioration. | 30% | 0.480 |
| Inflation runs at higher than rate assumed in MTFS | Inflation runs at 1% higher than plan | 10% | 0.025 |
| 1% unbudgeted rise in short-term and long-term interest rates | The Council has taken a more prudent view than commentators over the medium term | 15% | 0.176 |
| Delivering the savings programme and identifying future savings. | The Council has scrutinised the savings proposals included within the budget, but anticipate having to identify significant savings in the medium term. | 25% | 3.000 |
| Additional costs related to Covid 19 in Leisure and loss of planning app income | The Council has built in sufficient funding for a 6 month continuation of Covid-19 restrictions | 25% | 0.244 |
| Reductions in car park income linked to Covid 19 | The Council is reviewing its car parking charges as part of the 2021/22 budget with a view to maximising the amount of income it can generate. | 25% | 0.225 |
| Exceeding the 5% Partial Exemption VAT limit | VAT Returns are carried out monthly to HMRC and the VAT position monitored appropriately | 10% | 0.040 |
| Total | | | 4.783 |

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| Description | Actual | | Expected Use over MTF5 Period | | | | | Expected Balance April 2026 |
|--|--------------------|-----------------------------|-------------------------------|-------------|-----------|-------------|-------------|-----------------------------|
| | Balance April 2020 | Forecast Balance April 2021 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | |
| General Balances | | | | | | | | |
| General Fund Balance | (2,018,282) | -5,000,000 | | | | | | (5,000,000) |
| Earmarked Reserves | | | | | | | | |
| Building Control | (24,000) | -24,000 | | 24,000 | | | | 0 |
| Country Park Reserve | (100,000) | -116,870 | | 25,000 | 25,000 | | | (66,870) |
| Elections | (158,000) | -158,000 | | | | | | (158,000) |
| Environmental Warranties | (802,000) | 0 | | | | | | 0 |
| Hanwell Fields Open Space | (79,000) | 0 | | | | | | 0 |
| Housing Reserve | (114,000) | 0 | | | | | | 0 |
| Work in Default reserve | (100,000) | 0 | | | | | | 0 |
| Licensing | (161,000) | -161,000 | | 30,000 | 30,000 | 30,000 | 30,000 | (41,000) |
| Local Plan Charges | (124,000) | -249,000 | | 100,000 | 24,000 | | | (125,000) |
| NHB - Affordable Housing | (2,337,000) | 0 | | | | | | 0 |
| NHB - Economic Development | (3,872,184) | 0 | | | | | | 0 |
| NHB - Superfast Broadband | (727,000) | 0 | | | | | | 0 |
| Planning Control | (259,000) | -259,000 | | 86,333 | 86,334 | | | (86,333) |
| Business Rates and Risk reserve | (1,591,500) | 0 | | | | | | 0 |
| Sainsbury's Primary Authority | (38,000) | 0 | | | | | | 0 |
| Self Insurance | (127,000) | 0 | | | | | | 0 |
| VAT Deminimus | (500,000) | 0 | | | | | | 0 |
| Welfare Reform | (99,000) | 0 | | | | | | 0 |
| Horton General Towns | (84,000) | 0 | | | | | | 0 |
| Pensions Deficit | (3,489,391) | -64,391 | (1,675,000) | (1,675,000) | 3,325,000 | (1,675,000) | (1,675,000) | (3,439,391) |
| Art Development | (41,000) | 0 | | | | | | 0 |
| CCTV | (55,000) | 0 | | | | | | 0 |
| Bicester reserve | (403,447) | -357,215 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | (107,215) |
| Transformation and Projects Reserve | (5,117,000) | -3,852,428 | | | | | | (3,852,428) |
| Brexit | (34,484) | 0 | | | | | | 0 |
| Member Services | (275) | 0 | | | | | | 0 |
| Health & Safety - Public Food | (30,000) | -30,000 | | | | | | (30,000) |
| Bicester Depot | (100,000) | 0 | | | | | | 0 |
| Chwewell Local Lottery - Play Well in Cherwell | (165,353) | -109,353 | | | | | | (109,353) |
| DOVECOTE MILCOMBE | (32,000) | 0 | | | | | | 0 |
| BICESTER FIELDS MAIN PARK | (97,000) | 0 | | | | | | 0 |
| Bicester Youth Bus | (35,000) | 0 | | | | | | 0 |
| Area Based Grant | (83,000) | 0 | | | | | | 0 |
| Thames Valley Police | 330 | 0 | | | | | | 0 |
| New Burdens Grant | (248,000) | 0 | 72,000 | | | | | 72,000 |
| Sportivate Initiatives | (55,000) | -55,000 | | | | | | (55,000) |
| Courtyard Youth Arts | (9,000) | -9,000 | | | | | | (9,000) |
| Brighter Futures - Skills Reward | (9,000) | -9,000 | | | | | | (9,000) |
| Housing Reserve | (322,000) | -322,000 | | | | | | (322,000) |
| Home Improvement Agency | (221,000) | -210,000 | 110,000 | | | | | (100,000) |
| NEW Dilapidations | 0 | -260,000 | 250,000 | (25,000) | (25,000) | (25,000) | (25,000) | (110,000) |
| NEW Capital Reserve | | -3,000,000 | 64,000 | | | | | (2,936,000) |
| NEW Projects | | -1,420,814 | 55,000 | | | | | (1,365,814) |
| NEW Redundancy Reserve | | -1,000,000 | 250,000 | | | | | (750,000) |
| NEW Commercial Risk Reserve | | -4,004,398 | | | | | | (4,004,398) |
| NEW Growth Deal | 0 | -640,054 | 318,929 | 321,125 | | | | 0 |
| Revenue Grants | | | | | | | | |
| Eco Town Revenue | (263) | 0 | | | | | | 0 |
| Garden Town (Phase 2) | (657,000) | 0 | | | | | | 0 |
| Garden Town (Phase 3) | (320,000) | 0 | | | | | | 0 |
| S31 Reserve | (2,345,640) | -22,867,000 | 22,867,000 | | | | | 0 |
| Covid 19 Reserve | (67,257) | 0 | (1,616,000) | | | | | (1,616,000) |
| Eco Town Revenue | (4,000) | -4,000 | | | | | | (4,000) |
| Flood Recovery Grant | (40,000) | -40,000 | | | | | | (40,000) |
| Homelessness Prevention | (355,464) | -355,464 | | | | | | (355,464) |
| Police & Crime Commissioner | (64,000) | -64,000 | | | | | | (64,000) |
| Green Deal Pioneer Places | (67,000) | -67,000 | | | | | | (67,000) |
| Bicester Garden Town | (782,349) | -720,584 | 498,000 | 350,000 | 216,321 | | | 343,737 |

| Description | | | Expected Use over MTF5 Period | | | | | Expected Balance 1 April 2026 |
|------------------------------------|-----------------------------|-------------------------------|-------------------------------|------------------|------------------|--------------------|--------------------|-------------------------------|
| | Actual Balance 1 April 2020 | Forecast Balance 1 April 2021 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | |
| NEW Housing FSHB Grant | | -219,000 | 219,000 | | | | | 0 |
| Capital Reserves | | | | | | | | |
| Disabled Facilities Grants | 0 | -12,236 | | | | | | (12,236) |
| NEW Capital Grants & Contributions | | -1,704,596 | | | | | | (1,704,596) |
| | (28,564,560) | -47,365,403 | 21,462,929 | (713,542) | 3,731,655 | (1,620,000) | (1,620,000) | (26,124,361) |

Appendix 14 – 2021/22 Capital Bids

Environment and Place

| Reference | Project | Presentation Slides Description | Total Gross Project Cost (£000) | 2021/22 (£000) |
|----------------|------------------------------------|--|---------------------------------|----------------|
| CAP2116 | New Chargeable Garden & Food Waste | To implement chargeable garden waste collections and weekly food waste collections an investment in new additional vehicles and outdoor kitchen caddies is required. To move to weekly collection of food waste – nine vehicles of around 7.5 tonne size are required. Each vehicle is around 85-90k. In addition 70,000 kitchen caddies are required = one for each household. Most properties will already have an indoor caddy but undoubtedly many will have lost their indoor caddy. In total around 30,000 smaller caddies will be required. | 1,200 | 1,200 |
| CAP2117 | Fairway Flats Upgrade | The proposal is to fully renovate the flats to provide warm and energy-efficient properties by upgrading the external building envelope including replacing the roof, improved external wall and cladding insulation and replacement of the external doors and windows. The open landing on the rear of the property, providing access to the first floor flats, will be enclosed to provide protection against the weather and further reduce heat loss. Internal works will include replacement of central heating boilers, kitchen and bathroom fittings, replacement internal doors together with new internal finishes and decorations. | 384 | 140 |
| | TOTAL | | 1,584 | 1,340 |

Customers, Organisational Development and Resources

| Reference | Project | Presentation Slides Description | Total Gross Project Cost (£000) | 2021/22 (£000) |
|----------------|--------------------------------------|---|---------------------------------|----------------|
| CAP2114 | Council Website and Digital Services | Enhancement of the Council's Website and Digital Services - which in the aftermath of COVID-19 will be Essential Services for the General Public. Working across CDC & OCC, this proposal will enable a digital technology shift to provide more efficient and integrated digital services to staff and customers, which will underpin recovery and enable more efficient collaborative working between CDC & OCC services. | 250 | 250 |
| CAP2115 | IT Shared Services | The CDC IT Service is currently jointly funded with SNC. Separating SNC IT Service will increase the CDC operating revenue budget which is then unsustainable. Therefore, to achieve additional savings the service delivery will need to be remodelled. To address this shortfall and the budget savings target, savings will be achieved joining up the IT Service with OCC. | 550 | 550 |
| | TOTAL | | 800 | 800 |

Commercial Developments, Assets and Investments

| Reference | Project | Presentation Slides Description | Total Gross Project Cost (£000) | 2021/22 (£000) |
|----------------|---|---|---------------------------------|----------------|
| CAP2102 | Bicester East Community Centre | Development proposal on CDC land which has potential to generate significant capital profit and/or social benefit in enhanced community facilities and affordable housing provision | 1,450 | 210 |
| CAP2105 | Bicester Dovecote | Essential statutory works to a Listed building to prevent a roof failure which could endanger life. Work would extend its lifetime by 30. | 41 | 41 |
| CAP2106 | Thorpe Place Roof Works | Replacement of roofs formed of profile asbestos cement panels which are the landlord's responsibility to replace (i.e these works are a contractual obligation that cannot be avoided). | 35 | 35 |
| CAP2107 | H&S Works to 3 Banbury Shopping Arcades | Works specified are necessary to extend the lives of the assets. | 127 | 127 |
| CAP2108 | West Bicester Community Centre Car Park | Resurfacing works to retained land comprising car parking and circulation space are extensively used by members of the public and is necessary for Health and Safety reasons and, in particular, to avoid trip hazards. | 35 | 35 |
| CAP2109 | Flood Defence Works Hanwell Fields Community Centre | Addressing persistent flooding which at times accesses community centre lift and electrical installations. | 20 | 20 |
| CAP2110 | Banbury Museum Pedestrian Bridge | Works to prevent water penetration to the enclosed Museum pedestrian bridge where there is high public access and electrical installations. | 78 | 78 |
| CAP2111 | Service Yard at Hart Place Bicester | The tarmac is nearing the end of its useful life and a comprehensive resurfacing is the better option than patch repairs. The expenditure should be recoverable from the tenants. | 28 | 28 |
| CAP2113 | Retained Land | Comprehensive rebuilding of retained land to ensure safety of members of the public and extend the life of the assets for a further 30 years. | 300 | 170 |
| CAP2119 | Enable Agile Working | The proposal is for the investment in upgraded IT equipment for the team to take advantage of the agile working capabilities of the case management system. An assessment is required to determine which equipment will provide the most benefit. It is likely that either tablets or larger screen Smartphones will be required, with supporting data connections. | 15 | 15 |
| TBC | Solar Panels at Castle Quay | To install 50kWp of solar PV on the existing site of Castle Quay using a non-penetrative ballast frame with a protective membrane, similar to the Franklins House install. The electricity would be wired into the communal areas of the shopping centre and paid via a Power Purchase Agreement (PPA), based on the price of the electricity bought via the centres supply agreement. This bid is in conjunction with Property | 53 | 53 |
| | TOTAL | | 2,182 | 812 |

**Cherwell District Council
Proposed Capital Programme - 2021/22**

| Project Description | Year Approved | 2020/21 | | | | 2021/22 | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Grand Total |
|--|---------------|---------------|--------------|----------------|---------------|---------------------------|----------------|-------------|---------------|--------------|--------------|--------------|------------|------------|---------------|
| | | Re-profiled | New Projects | Total Approved | Total | Existing Capital Projects | New Bids | Adjustments | Total | | | | | | |
| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | | | | | | |
| Bicester Leisure Centre Extension | 2013/14 | 84 | | 84 | 84 | | | 0 | 84 | | | | | | 84 |
| North Oxfordshire Academy Astroturf | 2016/17 | 183 | | 183 | 183 | | | 0 | 183 | | | | | | 183 |
| Solar Photovoltaics at Sports Centres | 2012/13 | 43 | | 43 | 43 | | | 0 | 43 | | | | | | 43 |
| Spiceball Leis Centre Bridge Resurfacing | 2013/14 | 30 | | 30 | 30 | | | 0 | 30 | | | | | | 30 |
| Public Health & Wellbeing Total | | 340 | 0 | 340 | 340 | 0 | 0 | 0 | 340 | 0 | 0 | 0 | 0 | 0 | 340 |
| Disabled Facilities Grants | Annual | 490 | | 490 | 490 | | | 375 | 865 | 375 | | | | | 1,240 |
| Discretionary Grants Domestic Properties | Annual | | | 0 | 0 | | | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 750 |
| Adults & Housing Services Total | | 490 | 0 | 490 | 490 | 0 | 0 | 525 | 1,015 | 525 | 150 | 150 | 150 | 150 | 1,990 |
| Bicester Country Park | 2020/21 | 55 | | 55 | 55 | | | 95 | 150 | 55 | | | | | 205 |
| Car Park Refurbishments | 2017/18 | 35 | | 35 | 35 | | | | 35 | | | | | | 35 |
| Car Parking Action Plan Delivery | 2020/21 | 125 | | 125 | 125 | | | 50 | 175 | | | | | | 175 |
| Commercial Waste Containers | 2019/20 | | | 0 | 0 | | | 25 | 25 | 25 | 25 | | | | 75 |
| Depot fuel system renewal | 2020/21 | 50 | | 50 | 50 | | | | 50 | | | | | | 50 |
| Horsefair Public Conveniences | 2020/21 | | | 0 | 0 | | | 150 | 150 | | | | | | 150 |
| On Street Recycling Bins | 2019/20 | 12 | | 12 | 12 | | | | 12 | | | | | | 12 |
| Street Scene Fencing, Street Furniture and Railings | 2020/21 | | | 0 | 0 | | | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 48 |
| Thorpe Lane Depot capacity enhancement | 2019/20 | 100 | | 100 | 100 | | | | 100 | | | | | | 100 |
| Vehicle Replacement Programme | Annual | 304 | | 304 | 304 | | | 846 | 1,150 | 664 | 1,102 | 1,316 | | | 4,232 |
| Chargeable Garden & Food Waste | 2021/22 | 0 | | | 0 | | | 1,200 | 1,200 | 1,200 | | | | | 1,200 |
| Admiral Holland Redevelopment Project (phase 1b) | 2015/16 | 61 | | 61 | 61 | | | | 61 | | | | | | 61 |
| Bicester Library (phase 1b) | 2015/16 | 673 | | 673 | 673 | | | | 673 | | | | | | 673 |
| Creampot Crescent, Cropredy (phase 1b) | 2015/16 | 6 | | 6 | 6 | | | | 6 | | | | | | 6 |
| Garden Town | 2019/20 | 2,946 | | 2,946 | 2,946 | | | | 2,946 | | | | | | 2,946 |
| Creampot Crescent, Cropredy- repurchase contingency budget to satisfy lender | 2020/21 | 350 | | 350 | 350 | | | | 350 | | | | | | 350 |
| East West Railways | 2015/16 | 1,723 | | 1,723 | 1,723 | | | | 20 | 20 | 20 | 20 | 20 | 20 | 100 |
| Fairway Flats Upgrade | 2021/22 | | | | 0 | | | 140 | 140 | 244 | | | | | 384 |
| Environment & Place Total | | 6,440 | 0 | 6,440 | 6,440 | 0 | (1,703) | 815 | 7,255 | 1,020 | 1,159 | 1,348 | 20 | 20 | 10,802 |
| 5 Year Rolling HW / SW Replacement Prog | Annual | | | 0 | 0 | | | | | | | | | | 0 |
| Council Website and Digital Services | 2021/22 | | | | 0 | | | 250 | 250 | 250 | | | | | 250 |
| IT Shared Services | 2021/22 | | | | 0 | | | 550 | 550 | 550 | | | | | 550 |
| Customers Organisational Development and Resources Total | | 0 | 0 | 0 | 0 | 0 | 0 | 800 | 800 | 0 | 0 | 0 | 0 | 0 | 800 |
| Academy Harmonisation | 2017/18 | | | | | | | | | | | | | | |
| New E-Tendering Portal for Procurement and Contract Management System | 2019/20 | | | 0 | | | | | | | | | | | |
| Bodicote House Fire Compliance Works | 2019/20 | 141 | | 141 | 141 | | | | 141 | | | | | | 141 |
| Castle Quay 1 | 2017/18 | 2,771 | | 2,771 | 2,771 | | | | 2,771 | | | | | | 2,771 |
| Castle Quay 2 | 2017/18 | 9,240 | | 9,240 | 9,240 | | | | 9,240 | | | | | | 9,240 |
| Ferriston Roof Covering | 2019/20 | 3 | | 3 | 3 | | | | 3 | | | | | | 3 |
| CDC Feasibility of utilisation of property space | 2019/20 | 100 | | 100 | 100 | | | | 100 | | | | | | 100 |
| Corporate Asbestos Surveys | 2019/20 | 100 | | 100 | 100 | | | | 100 | | | | | | 100 |
| Corporate Fire Risk Assessments | 2019/20 | 60 | | 60 | 60 | | | | 60 | | | | | | 60 |
| Works From Compliance Surveys | 2019/20 | 160 | | 160 | 160 | | | | 160 | | | | | | 160 |
| Bicester East Community Centre | 2021/22 | | | | 0 | | | 210 | 210 | 1,240 | | | | | 1,450 |
| Bicester Dovecote | 2021/22 | | | | 0 | | | 41 | 41 | | | | | | 41 |
| Thorpe Place Roof Works | 2021/22 | | | | 0 | | | 35 | 35 | | | | | | 35 |
| H&S Works to Banbury Shopping Arcade | 2021/22 | | | | 0 | | | 127 | 127 | | | | | | 127 |
| West Bicester Community Centre Car Park | 2021/22 | | | | 0 | | | 35 | 35 | | | | | | 35 |
| Flood Defence Works Hanwell Fields Community Centre | 2021/22 | | | | 0 | | | 20 | 20 | | | | | | 20 |
| Enable Agile Working | 2021/22 | | | | 0 | | | 15 | 15 | | | | | | 15 |
| Banbury Museum Pedestrian Bridge | 2021/22 | | | | 0 | | | 78 | 78 | | | | | | 78 |
| Serice Yard at Hart Place Bicester | 2021/22 | | | | 0 | | | 28 | 28 | | | | | | 28 |
| Solar Panels at Castle Quay | 2021/22 | | | | 0 | | | 53 | 53 | | | | | | 53 |
| Retained Land | 2021/22 | | | | 0 | | | 170 | 170 | 130 | | | | | 300 |
| Community Development Assets and Investment | | 12,575 | 0 | 12,575 | 12,575 | 0 | 0 | 812 | 13,387 | 1,370 | 0 | 0 | 0 | 0 | 14,757 |

| Project Description | Year Approved | 2020/21 | | | | 2021/22 | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Grand Total |
|----------------------|---------------|-------------|--------------|----------------|--------|---------------------------|----------|-------------|-------|---------|---------|---------|---------|---------|-------------|
| | | Re-profiled | New Projects | Total Approved | Total | Existing Capital Projects | New Bids | Adjustments | Total | | | | | | |
| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | | | | | | |
| Capital Total | | 19,845 | 0 | 19,845 | 19,845 | 1,703 | 2,952 | (1,703) | 2,952 | 22,797 | 2,915 | 1,309 | 1,498 | 170 | 28,689 |

Cherwell District Council

Capital and Investment Strategy 2021/22

A. Capital Strategy (Including Minimum Revenue Provision (MRP) Statement)

A1. Introduction

- A1.1 The Prudential Code for Capital Finance sets out that in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. The Strategy must be approved by full Council.
- A1.2 The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved. This strategy should be read alongside and in conjunction with the Treasury Management Strategy and the Investment Strategy.

A2. Capital Expenditure and Financing

- A2.1 Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year¹. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year. In 2021/22, the Council is planning capital expenditure of £36.2m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

| | 2019/20 actual | 2020/21 forecast | 2021/22 budget | 2022/23 budget | 2023/24 budget |
|---------------------|-------------------|---------------------|-------------------|-------------------|-------------------|
| Services | 16.3 | 15.0 | 11.0 | 0 | 0 |
| Capital investments | 25.5 | 64.7 | 25.2 | 1.4 | 0 |
| TOTAL | 41.8 | 81.2 | 36.2 | 1.4 | 0 |

- A2.2 The main capital projects across the period include the Build! Programme, Castle Quay 1 and 2 and the Bretch Hill Reservoir Phase 2.

Governance

¹ For details of the Council's policy on capitalisation, see Financial Regulations

- A2.3 Capital project bids linked to corporate or service priorities plus essential need are brought forward by Service Managers as part of the Budget & Business Planning process. These are considered by the senior officer leadership team, both in terms of priority and affordability. The Finance team undertake a calculation of the financing cost of proposals and recommend the level of investment based on affordability. Projects proposed to be included in the Council's capital programme are then considered and appraised by the Budget Planning Committee and provide comments to the Executive on the proposals. The Executive then, taking into consideration any comments propose which schemes to include in the Capital Programme ahead of the final capital programme being proposed to Council in February each year.
- A2.4 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

| | 2019/20 actual | 2020/21 forecast | 2021/22 budget | 2022/23 budget | 2023/24 budget |
|------------------|---------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| External sources | 3.4 | 0.8 | 1.0 | 1.0 | 1.0 |
| Own resources | 4.0 | 1.9 | 4.0 | 6.0 | 23.0 |
| Debt | 34.4 | 78.5 | 31.2 | (5.6) | (24.0) |
| TOTAL | 41.8 | 81.2 | 36.2 | 1.4 | 0 |

- A2.5 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is, therefore, replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). In addition, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3: Replacement of debt finance in £ millions

| | 2019/20 actual | 2020/21 forecast | 2021/22 budget | 2022/23 budget | 2023/24 budget |
|---------------|---------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| Own resources | 4.0 | 1.9 | 4.0 | 6.0 | 23.0 |

The Council's minimum revenue provision (MRP) statement is included at Appendix A below.

- A2.6 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £29.2m during 2021/22. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

| | 2019/20 actual | 2020/21 forecast | 2021/22 budget | 2022/23 budget | 2023/24 budget |
|------------------|-------------------|---------------------|-------------------|-------------------|-------------------|
| TOTAL CFR | 178.7 | 255.2 | 284.4 | 275.0 | 247.3 |

Asset management

A2.7 To ensure that capital assets continue to be of long-term use, the Council has a property management strategy in place. This is a multi-level approach structured as follows:

- At a tenancy level the Comprehensive Asset Register (a database of key lease events) is being updated and used to identify forthcoming lease events such as expiries, rent reviews and breaks. These are allocated to specific asset managers to progress whose work schedules are reviewed periodically.
- At a property level this can comprise the preparation of asset specific management plans which are then subject to periodic review and updating. This process is ongoing and informs the portfolio strategy as a whole.
- At a portfolio level the make-up of the portfolio is considered annually in terms of its sector weighting and suitability to meet the Council's longer-term objectives of providing a secure risk weighted income stream. One such review is ongoing.

Asset disposals

A2.8 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. In addition, there are currently no plans to utilise capital receipts on services transformation projects for 2020/21 and 2021/22. Receipts from capital grants, loan repayments and investments also generate capital receipts.

A3 Treasury Management

A3.1 Treasury management is concerned with the management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council typically has surplus cash in the short-term as revenue income is received before it is spent, but insufficient cash in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing. At 30 September 2020 the Council had borrowings of £152m at an average interest rate of 1.43%, and £15.4m of investments at an average interest rate of 0.47%. The borrowing position is reported regularly to Accounts, Audit & Risk Committee as part of the Treasury Management Reports.

Borrowing strategy

- A3.2 The Council's main objective when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. This objective often conflicts, and the Council therefore seeks to strike a balance between lower cost short-term loans (currently available at around 0.75% to 1.0%) and long-term fixed rate loans where the future cost is known, but higher cost (currently 2.5% to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing and leases) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

| | 31 March 2020 actual | 31 March 2021 forecast | 31 March 2022 budget | 31 March 2023 budget | 31 March 2024 budget |
|-------------------------------|---|---|---|---|---|
| Debt (incl. leases) | 141.0 | 219.5 | 250.7 | 192.5 | 188.5 |
| Capital Financing Requirement | 178.7 | 255.2 | 284.4 | 275.0 | 247.3 |

- A3.3 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 5 above the Council expects to comply with this in the medium term.

Affordable borrowing limit

- A3.4 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Operational boundary and Authorised limit for external debt in £m

| | 2020/21 limit | 2021/22 limit | 2022/23 limit | 2023/24 limit |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Operational boundary total external debt | 215 | 270 | 270 | 270 |
| Authorised limit total external debt | 240 | 300 | 300 | 300 |

Further details on treasury investments can be found in the treasury management strategy.

A4. Commercial Activities

A4.1 To drive leadership of place within Cherwell, stimulate growth, pursue economic regeneration and helping to return confidence to the local economy through investment and facilitating inward investment, the Council invests in commercial property which may also provide some financial gain. Total commercial investments are currently (31 March 2020) valued at £62m with the largest being Castle Quay.

A4.2 From a financial perspective, the Council recognises that commercial investments can be higher risk than treasury investments. The principal risk exposures are listed below together with an outline of how those risks are managed:

| | |
|-----------------|---|
| Illiquidity: | <p>The Council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:</p> <ul style="list-style-type: none"> a) The council invests across a range of sectors. Illiquidity is to an extent fluid and at any given time varies across sectors. This allows the Council the opportunity to effect sales, if required, in the more liquid sectors. b) The Council's assets are likewise diversified in terms of lot size and market sector. This affords the Council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions. c) The Council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors. d) The Council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time. |
| Tenant default: | <p>The Council's portfolio includes both large national concerns and small local businesses (mainly retail or industrial type tenants). Tenant default risk is managed in two ways:</p> <ul style="list-style-type: none"> a) Tenants are vetted when entering the portfolio either as new tenants when property is let or as replacement tenants when existing tenants assign their leases. It has to be acknowledged that there is less control when a tenant applies for consent to assign, though guarantees may be sought. b) Risk is managed by diversification as only a small proportion of tenants will fail in any given year. c) A commercial risk earmarked reserve is held to meet any shortfall in income which may arise in year due to default. |

| | |
|------------------------------|---|
| Obsolescence: | <p>A significant proportion of the Council's portfolio comprises industrial / warehouse buildings and simple retail assets which have relatively low obsolescence compared to industrial premises where there are substantial amounts of plant and machinery. Where the Council has offices a sinking / replacement fund is put in place with annual sums collected from tenants to put towards high cost items such as the replacement of lifts or air conditioning. An example of this is the Banbury Health Centre which has a renewals fund set at £10,000 per annum. In other leases the Council will try to negotiate terms which allow for the replacement of obsolete plant when it is beyond economic repair.</p> <p>Where matters of Council policy override commercial concerns, the Council's portfolio is more vulnerable. For example, at Banbury Museum, the Council may be responsible for significant capital outlay on plant and machinery as it nears the end of its useful economic life.</p> |
| Capital expenditure | <p>Please see above but also note that the Council aims to let space on Full Repairing terms which makes the tenant either explicitly responsible for maintaining the asset or allows CDC to recover the cost of repairs through the service charge provisions of the relevant lease.</p> |
| Market risk: | <p>Two key market risks are falling rents in response to declining economic conditions and extended marketing voids when leases end or tenants fail. These risks are mitigated in three main ways:</p> <ol style="list-style-type: none"> 1. Lease lengths should be 3 – 5 yrs + which obviates most market risks during the period of the tenancy. 2. Rents are reviewed on a regular basis to maximise the income generated. 3. Tenant failure – see above under Tenant Default, re: vetting and diversification policies plus earmarked reserves held. <p>An additional risk is over-exposure to town centre retailing as the portfolio's largest assets are Castle Quay Shopping Centre in Banbury and Pioneer Square in Bicester. These are both strategic investments and in respect of Castle Quay, the Council relies on external advisors, particularly Montague Evans, to identify and manage both upside and downside risks.</p> |
| Returns eroded by inflation: | <p>All investment assets incorporate periodic rent reviews which provide a hedge against inflation. Property is generally accepted as performing better than fixed income assets in times of inflation.</p> |
| Rising interest rates: | <p>The portfolio is ungeared and therefore un-mortgaged.</p> |

Governance

- A4.3 Decisions on commercial investments are made by Members and Statutory Officers in line with the criteria and limits approved by Council in the Investment Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on commercial investments and limits on their use can be found in the Investment Strategy.

- A4.4 The Council also has commercial activities in trading companies, exposing it to normal commercial risks. These risks are managed by the governance structure in place. The Shareholder Committee is regularly informed of the progress of each company. The Shareholder meets with the directors both formally and informally to ensure there is a consistent dialog between the companies and the council.

A5. Revenue Budget Implications

- A5.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general Government grants.

Table 7: Prudential Indicator: Proportion of financing costs to net revenue stream

| | 2019/20 actual | 2020/21 forecast | 2021/22 budget | 2022/23 budget | 2023/24 budget |
|----------------------------------|---------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| Net Financing costs/(Income)(£m) | (£0.6m) | (£0.1m) | (£2.7m) | (£1.2m) | (£1.1m) |
| Proportion of net revenue stream | (3%) | (0%) | (11%) | (7%) | (7%) |

Further details on the revenue implications of capital expenditure are in the 2021/22 revenue budget.

Sustainability

- A5.2 Due to the very long-term nature of capital financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future, which aligns with the attached MRP Statement. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable.

A6. Knowledge and Skills

- A6.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Section 151 Officer is a qualified accountant with many years' experience, the Assistant Director of Property and Investments is a chartered surveyor with over twenty years' experience of asset management and commercial

property investment. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA and RICS.

A6.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and a range of the current property advisors is as follows:

- Banbury based surveyors White Commercial and Bankier Sloane provide advice on the local property market, and assistance with new lettings, lease renewals, smaller valuations and rent reviews.
- Where specialist advice is required, the Council will ask for competitive quotes.
- Montague Evans supply asset management and facilities management in respect of Castle Quay.
- GVA Grimley also supply specialist accounting services in respect of Castle Quay.
- Montague Evans and Colliers both provide property valuation services
- BWD and Jackson Criss assist with Castle Quay lettings
- Gardiner Theobald provide project management, QS, CDM and Design services on Castle Quay
- Broomfield Property Ltd and Prime Project Management Ltd provide services relating to Castle Quay

This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Appendix A – Minimum Revenue Provision (MRP) Statement

1. Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP). The Council is required by statute to charge an amount of MRP to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
2. Legislation requires local authorities to draw up a statement of their policy on the annual MRP, for full approval by Council before the start of the financial year to which the provision will relate.
3. The Council is recommended therefore to approve the following statement:
 - For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset in equal instalments, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.
 - For capital expenditure loans to third parties that are repaid in instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts

arising from principal repayments to reduce the capital financing requirement instead.

4. Capital expenditure incurred during 2021//22 will not be subject to an MRP charge until 2022/23.

B. Investment Strategy 2021/22

B1. Introduction

B1.1 The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

B1.2 The investment strategy was a new report introduced for 2019/20, meeting the requirements of statutory guidance issued by the Government in January 2018, and focuses on the second and third of these categories.

B2. Treasury Management Investments

B2.1 The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and Central Government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to be an average of £15m during the 2021/22 financial year.

Contribution

B2.2 The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

Further details

B2.3 Full details of the Council's policies and its plan for 2021/22 for treasury management investments are covered in a separate document, the treasury management strategy

B3. Service Investments: Loans

Contribution

B3.1 The Council lends money to its subsidiaries, local parishes, the local Business Improvement District, and local charities to support local public services and stimulate local economic growth. The main loans issued are to the council's

subsidiaries – the Graven Hill Village companies and Crown House Banbury Ltd. Graven Hill is an ambitious self-build housing development providing significant housing in Bicester. Crown House is a redeveloped derelict office building in the centre of Banbury which is providing significant rental opportunities in the town centre while removing an eyesore.

Security

- B3.2 The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

| Category of borrower | 31.3.2020 actual | | | 2021/22 |
|----------------------|------------------|----------------|------------------------|----------------|
| | Balance* | Loss allowance | Net figure in accounts | Approved Limit |
| Subsidiaries | 59.088 | (0.728) | 58.360 | 83.288 |
| Local charities | 1.186 | (0.050) | 1.136 | 1.150 |
| Local Business | 0.020 | 0 | 0.020 | 0.050 |
| Parishes | 0.077 | 0 | 0.077 | 0.100 |
| TOTAL | 60.371 | (0.778) | 59.593 | 84.588 |

* including accrued interest

- B3.3 Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts from 2018/19 onwards are shown net of this loss allowance. The Council, however, makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment

- B3.4 The Council assesses the risk of loss before entering into and whilst holding service loans by approaching each loan request individually. The bulk of the council's loans are to its subsidiaries. When the council considers whether or not to create or acquire a subsidiary a full business case is prepared which sets out the optimal financing of the company. This will include an assessment of the market in which it will be competing, the nature and level of competition, how that market may evolve over time, exit strategy and any ongoing investment requirements. External advisors are used where appropriate to complement officer expertise and second opinions from alternate advisors is sought in order to monitor and maintain the quality of advice provided by external advisors.
- B3.5 Other service loans are evaluated against a set of criteria designed to demonstrate:
- Evidence of project objectives and needs analysis is provided

- The loan must have a demonstrable community impact
- The loan would provide up to 50% of the whole project cost
- Such a loan can only be applied for by constituted voluntary organisations with their own bank account; Town or Parish councils; charitable organisations
- The loan cannot be applied retrospectively
- The applicant has provided evidence of its financial stability and of its ability to manage the proposed scheme.
- Appropriate checks have been carried out on the owners of the organisations to be satisfied as to their integrity and to avoid any potential embarrassment to the Council.
- The applicant has demonstrated that the proposed scheme has been developed following good practice in terms of planning, procurement and financial appraisal.
- The applicant has provided evidence the affordability of their proposed scheme and the loan repayments
- That the project furthers the council's priorities as reflected in its Business Plan

B4. Service Investments: Shares

Contribution

- B4.1 The council invests in the shares of its subsidiaries to support local public services and stimulate local economic and housing growth. The council currently holds shares in Graven Hill Holding Company Ltd and Crown House Banbury Ltd.

Security

- B4.2 One of the risks of investing in shares is that they can fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

| Category of company | 31.3.2020 actual | | | 2021/22 |
|---------------------|------------------|-----------------|-------------------|----------------|
| | Amounts invested | Gains or losses | Value in accounts | Approved Limit |
| Subsidiaries | 29.053 | 0 | 29.053 | 38.823 |
| TOTAL | 29.053 | 0 | 29.053 | 38.823 |

Risk assessment

- B4.3 The Council assesses the risk of loss before entering into and whilst holding shares by maintaining close links with the Boards of Directors of the companies through an established Shareholder Committee. Risk is assessed as above in Service Loans.

Liquidity

- B4.4 The maximum periods for which funds may prudently be committed are assessed on a project by project basis. The decision will balance both the long-term viability of the subsidiary and the revenue and capital requirements of the Council.

Non-specified Investments

- B4.5 Shares are the only investment type that the council has identified that meets the definition of a non-specified investment in the Government guidance. The limits above on share investments are therefore also the Council's upper limits on non-specified investments. The council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

B5. Commercial Investments: Property

Contribution

- B5.1 The Council invests in local commercial and residential property with the intention of making a profit that will be spent on local public services. The portfolio comprises a cross-section of retail, office and industrial assets together with a health centre. The four largest investments are as follows:
- Castle Quay, Banbury; a covered shopping centre and development site
 - Pioneer Square, Bicester; a modern retail parade of shops
 - Franklins House, Bicester; a mixed-use complex comprising offices, hotel, business centre and public library
 - Tramway Industrial Estate
- B5.2 These assets contribute an aggregate £5.1m gross income to the council's revenue budget. They are all town centre properties and afford the Council an opportunity to influence the amenity and environment of its two principal strategic centres. Castle Quay will, in particular, allow the development of a new leisure orientated focal point to help revitalise Banbury town centre.

The component parts of the entire investment portfolio are described below:

Table 3: Property held for investment purposes in £ millions

| Property | Actual | 31.3.2020 Actual | | | 31.3.2021 Expected | 31.3.2022 Expected |
|-----------------------------------|---------------|--------------------------------------|--------------------------------|--------------------------------------|----------------------------|----------------------------|
| | Purchase Cost | Net Book Value in accounts 31.3.2019 | Expenditure, Gains or (losses) | Net Book Value in accounts 31.3.2020 | Net Book Value in accounts | Net Book Value in accounts |
| Castle Quay Shopping Centre | 63.485 | 42.425 | (9.425) | 33.000 | 33.000 | 40.812 |
| Castle Quay Waterfront | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 72.482 |
| Pioneer Square | 8.164 | 8.053 | (0.693) | 7.360 | 7.360 | 7.360 |
| Tramway Industrial Estate | 9.618 | 9.220 | 0.030 | 9.250 | 9.250 | 9.250 |
| Other properties valued under £5m | 13.092 | 12.542 | (0.545) | 11.997 | 11.997 | 11.997 |
| TOTAL | 94.359 | 72.240 | (10.633) | 61.607 | 61.607 | 141.901 |

Security

B5.3 In accordance with Government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

Risk assessment

B5.4 The Council assesses the risk of loss before entering into and whilst holding property investments by cash flow modelling the income and expenditure profile of each investment and interrogating that model across a range of scenarios to test the robustness of the investment. The modelling exercise is informed by the likelihood of tenant default and the chances that individual units will become empty during the hold period.

B5.5 The property investment market is dynamic, and we are kept abreast of developments by frequent communication and established relationships with local and national agents, supplemented by in-house investigations and reading of published research. The market is, at present, competitive in most asset sectors and our focus is on assets that are local, strategic and meet our investment return criteria. We are mindful of the Council's need for reliable future income streams and occupational demand is fundamental to our appraisals as longer let assets tend not to generate sufficiently attractive returns.

B5.6 In all acquisitions we take external advice from acknowledged experts in the field and sense-check their input against our in-house knowledge, experience and expertise. The advice sourced covers market value but also, given the purpose of the

investment, letting risk, marketability and occupational demand, and likely expenditure over the hold period.

B5.7 The Council uses a number of local and national advisors and cross reference their views periodically. There is no single party who expects to be instructed by the Council without competition.

B5.8 Credit ratings are used on acquisitions, new lettings and when tenants request consent to assign their leases. The Council uses D&B ratings and also study published accounts.

Credit ratings have not historically been used to monitor existing tenants but this will be introduced for our largest tenants this year.

B5.9 A number of other strategies are used to mitigate risk:

- Tenant rent payment histories are analysed on any acquisition.
- Tenant rent payment patterns and arrears are examined in the existing portfolio.
- Introducing agents advise the council throughout the acquisition process and their advice includes market commentary at a national and a local level and commentary on perceived risks to the investment.
- In tandem with the above every acquisition is subject to a third-party valuation by national surveyors who are independent i.e. not acting for the council or the vendor on the acquisition.

Liquidity

B5.10 Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:

- The Council invests across a range of sectors. Illiquidity is, to an extent, fluid and at any given time varies across sectors. This allows the Council the opportunity to effect sales, if required, in the more liquid sectors.
- The Council's assets are, likewise, diversified in terms of lot size. This affords the Council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions.
- The Council does not invest in high risk assets which can be the most illiquid of all.
- The Council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors.
- The Council does not invest in specialist properties, where the market tends to be most illiquid.
- The Council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time.

B6. Loan Commitments and Financial Guarantees

B6.1 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the council and are included here for completeness.

The council has contractually committed to the following loan amounts which have yet to be drawn upon (as at 31/3/20):

Table 4: Loan Commitments and Guarantees

| Borrower | Purpose | £m Contractually Available |
|---|--|-----------------------------------|
| Crown House Banbury Ltd | Redevelopment of town centre building into housing | 0.2 |
| Graven Hill Village Development Company Ltd | Revolving Credit Facility available to the council's subsidiary until 2026 | 13.0 |
| Graven Hill Village Development Company Ltd | Facility Agreement that has been in place since 2014 to deliver the project. | 15.4 |
| Graven Hill Village Development Company Ltd | Loan Note instruments to enable the company to deliver its objectives | 6.1 |
| TOTAL | | 34.7 |

The Council has also issued a performance bond of £22 million to Oxfordshire County Council (OCC) on behalf of Graven Hill Village Development Company Ltd in respect of Graven Hill's obligations to OCC under s106 agreements.

B7. Capacity, Skills and Culture

Elected members and statutory officers

- B7.1 The majority of senior statutory officers are qualified to degree level and have appropriate professional qualifications. Their shared business experience encompasses both the public and private sectors and the three most senior Property & Investment team members have on average 20+ years commercial experience.

Training and guidance are provided to support members in delivering their roles and support effective decision making.

Commercial Investments

- B7.2 Negotiations are either undertaken directly by Assistant Directors or at a senior level with Assistant Director direct involvement and oversight, alongside input from Directors and Lead Members where required. Assistant Directors are aware of the regulatory regime and convey that to all junior staff.

Corporate governance

- B7.3 There are appropriate corporate governance measures in place which comprise end to end decision making procedures. These include risk assessments within the organisation; presentation to relevant committees including Members, statutory officers' approvals and relevant project boards. The annual Corporate Investment Strategy provides the reference point against which investment decisions are undertaken.

B8. Investment Indicators

- B8.1 The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

Total risk exposure

- B8.2 The first indicator shows the council's total exposure to potential investment losses. This includes amounts the council is contractually committed to lend but have yet to be drawn down and guarantees the council has issued over third-party loans.

Table 5: Total investment exposure in £millions

| Total investment exposure | 31.03.2020 Actual | 31.03.2021 Forecast | 31.03.2022 Forecast |
|----------------------------------|------------------------------|--------------------------------|--------------------------------|
| Treasury management investments | 22.0 | 15.0 | 15.0 |
| Service investments: Loans | 60.4 | 66.6 | 77.6 |
| Service investments: Shares | 29.1 | 33.1 | 33.1 |
| Commercial investments: Property | 61.6 | 61.6 | 141.9 |
| TOTAL INVESTMENTS | 173.1 | 176.3 | 267.6 |
| Commitments to lend | 34.7 | 28.7 | 17.7 |
| TOTAL EXPOSURE | 207.8 | 205.0 | 285.3 |

How investments are funded

- B8.3 Government guidance is that these indicators should include how investments are funded. The Council's investments are funded by usable reserves, income received in advance of expenditure and borrowing.

Rate of return received

- B8.4 This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 6: Investment rate of return (net of all costs)

| Investments net rate of return | 2019/20 | 2020/21 | 2021/22 |
|---------------------------------------|----------------|----------------|----------------|
| | | | |

| | Actual | Forecast | Forecast |
|----------------------------------|---------------|-----------------|-----------------|
| Treasury management investments | 0.69% | 0.30% | 0.09% |
| Service investments: Loans | 1.5% - 12% | 1.5% - 12% | 1.5% - 12% |
| Commercial investments: Property | Variable | Variable | Variable |

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Cherwell District Council

Treasury Management Strategy Statement 2021-22

Introduction

Treasury management is the management of the council's cash flows, borrowing and investments, and the associated risks. The council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the council's prudent financial management.

Treasury risk management at the council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the council to approve a treasury management strategy before the start of each financial year. This report fulfils the council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service or commercial purposes are considered in the Investment Strategy. This strategy should also be read in conjunction with the Capital Strategy.

The latest economic background, credit outlook and interest rate forecast provided by Arlingclose is attached at the end of this report. For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 0.09%, and that new loans will be borrowed at an average rate of 0.77%.

Local Context

On 30 September 2020, the council held £152m of borrowing and £15.4m of investments. This is set out in further detail below:

| | 30.9.20 Actual Portfolio £m | 30.9.20 Average Rate % |
|--|--|---------------------------------------|
| External borrowing: | | |
| Public Works Loan Board | 75.0 | 1.76% |
| Local authorities | 77.0 | 1.10% |
| Total gross external debt | 152.0 | 1.43% |
| Treasury Investments: | | |
| Banks & building societies (unsecured) | 0.1 | 0.01% |
| UK Government | 0 | - |
| Local Authorities | 8.0 | 0.88% |
| Money Market Funds | 7.3 | 0.03% |
| Total treasury investments | 15.4 | 0.47% |
| Net debt | 136.6 | |

Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

| | 31.3.20 Actual £m | 31.3.21 Estimate £m | 31.3.22 Forecast £m | 31.3.23 Forecast £m | 31.3.24 Forecast £m |
|--|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| General Fund CFR | 178.7 | 255.2 | 284.4 | 275.0 | 247.3 |
| Less: External borrowing ** | (141.0) | (179.0) | (75.0) | (75.0) | (75.0) |
| Internal/(over) borrowing | 37.7 | 76.2 | 209.4 | 200.0 | 172.3 |
| Less: Usable reserves | (28.6) | (28.6) | (28.6) | (28.6) | (28.6) |
| Less: Working capital | (33.0) | (33.0) | (33.0) | (33.0) | (33.0) |
| Investments/(New) borrowing required) | 23.9 | (14.6) | (147.8) | (138.4) | (110.7) |

** shows only loans to which the council is currently committed. Therefore 'New Borrowing includes some refinancing of existing debt

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

The council has an increasing CFR due to the capital programme, but minimal investments and may therefore be required to borrow up to a total of £222.8m over the forecast period (£75m plus £147.8m in 2021/22 from the table above).

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2020/21.

Borrowing Strategy

The council currently (30/9/20) holds £152 million of loans, an increase of £9 million on the previous year end, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council expects to borrow up to a total of £222.8 million in 2021/22. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £300 million, which has been assessed and stated in the Capital Strategy.

Objectives: The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required.

Strategy: The Council's borrowing strategy is to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. A balance is therefore sought between short-term borrowing, using internal resources and securing affordable long-term borrowing to mitigate future interest rate risk.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. External advisors, Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows

additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Council has raised the majority of its long-term borrowing from the PWLB, which provides accessible and affordable borrowing options. The council may also look to borrow any long-term loans from other sources as set out below.

Alternatively, the Council may arrange forward starting loans during 2021/22, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK private and public sector pension funds (except Oxfordshire County Council Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

Forecast of borrowing rates: It is expected that the Bank Rate will remain at 0.10% during 2021/22. PWLB borrowing rates are forecast to be between 0.80 – 1.55% in the short to medium term, therefore the “cost of carry¹” associated with the long-term borrowing compared to temporary investment returns will be significantly reduced compared to previous years.

The main sources of borrowing for the Council are the PWLB and other UK local authorities. The borrowing rate from the PWLB is directly linked to UK Government Gilt yield. There are two rates offered by the PWLB which the Council has access to; the standard rate and the certainty rate, which are 100, and 80 basis points over gilts, respectively.

The Council will apply to qualify for the certainty rate each year.

¹ The difference between the interest payable on borrowing on debt and the interest receivable from investing surplus cash.

Our advisors, Arlingclose, have forecast gilt yields and borrowing rates over the medium term to be as follows:

| Duration | Gilt Yield % | PWLB Certainty Rate % |
|----------|--------------|-----------------------|
| 50 year | 0.60 – 0.75 | 1.40 – 1.55 |
| 20 year | 0.70 – 0.85 | 1.50 – 1.65 |
| 10 year | 0.30 – 0.55 | 1.10 – 1.35 |
| 5 year | 0.00 – 0.25 | 0.80 – 1.05 |

Borrowing from Local Authorities comprises approximately 49% of our current loans and are readily available for short durations (1 month – 2 years) at lower rates than PWLB, although these do carry the risk of interest rate rises when refinancing.

For the purpose of setting the budget, it has been assumed that new loans will be borrowed at an average rate of 0.77%, using a combination of PWLB (10% of required borrowing at 1.5%) and local authority loans (90% of new borrowing at 0.7%). The overall forecast loans rate for 2021/22 using existing long-term borrowing and new loans is 1.16%.

Investment Strategy

The Council currently (30/9/20) holds invested funds of £15.4m representing income received in advance of expenditure plus balances and reserves held. In the past 6 months (April – September 2020), the council's investment balance has ranged between £13.5 million and £58.8 million. Levels in the forthcoming year are expected to be generally lower, ranging between £10m and £25m, but may vary for short periods due to cashflow needs and borrowing opportunities.

Treasury management investments in £millions

| | 2019/20 actual | 2020/21 forecast | 2021/22 budget | 2022/23 budget | 2023/24 budget |
|-------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|
| Short-term investments | 22 | 15 | 15 | 15 | 15 |
| Longer-term investments | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 22 | 15 | 15 | 15 | 15 |

Objectives: The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: There is a chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment

options. This situation already exists in many other European countries. In this event, the council would divest from any negative yielding instant access deposits and switch to a series of short term inter local authority deposits, whilst inter local authority returns remain above, or at zero.

Strategy: Given the increasing risk and low returns from short-term unsecured bank investments, the Council would aspire to diversify into more secure and/or higher yielding asset classes. However, given the low level of funds available for longer-term investment and the high liquidity requirements, the Council's surplus cash is likely to remain invested in short-term bank deposits and call accounts, money market funds, and deposits with the UK Government and other local authorities.

Forecast of interest rates: Our advisors, Arlingclose is forecasting that the BoE Bank Rate will remain at 0.10% until at least the end of 2023. Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero. Taking into account the advice from Arlingclose, market implications and the current economic outlook, it has been assumed that new treasury investments for 2021/22 will be made at an average rate of 0.09%,

Approved counterparties: The Council may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 2: Approved investment counterparties and limits

| Credit rating | Banks unsecured | Banks secured | Government | Corporates | Registered Providers |
|---------------------|------------------|-----------------------|-------------------------|------------------|----------------------|
| UK Govt | n/a | n/a | £ Unlimited 50 years | n/a | n/a |
| AAA | £3m 5 years | £3m 20 years | £5m 50 years | £3m 20 years | £3m 20 years |
| AA+ | £3m 5 years | £3m 10 years | £5m 25 years | £3m 10 years | £3m 10 years |
| AA | £3 m 4 years | £3m 5 years | £5m 15 years | £3m 5 years | £3m 10 years |
| AA- | £3m 3 years | £3m 4 years | £5m 10 years | £3m 4 years | £3m 10 years |
| A+ | £3m 2 years | £3m 3 years | £5m 5 years | £3m 3 years | £3m 5 years |
| A | £3m 13 months | £3m 2 years | £5m 5 years | £3m 2 years | £3m 5 years |
| A- | £3m 6 months | £3m 13 months | £5m 5 years | £3m 13 months | £3m 5 years |
| None | None | None | £5m 2 years | None | None |
| Pooled funds | | £5m per fund or trust | | | |

This table must be read in conjunction with the notes below

Credit rating: Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Banks secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment.

Registered providers: Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Pooled funds: Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow the council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the council's investment objectives will be monitored regularly.

Operational bank accounts: The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £50,000 per bank wherever possible e.g. except for overnight balances where funds are received during the day and it is too late to transfer to another counterparty. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the council maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria. In addition to Arlingclose ratings and advice, the council maintains an internal counterparty 'Watch List' based on intelligence from a variety of other sources available to officers.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned but will protect the principal sum invested.

Investment limits: In order that the council's revenue reserves available to cover investment losses are not put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 3: Investment limits

| | Cash limit |
|---|-------------------|
| Any single organisation, except the UK Central Government | £5m each |
| UK Central Government | Unlimited |
| Any group of organisations under the same ownership | £5m per group |
| Any group of pooled funds under the same management | £5m per manager |

| | |
|---|-----------------|
| Negotiable instruments held in a broker's nominee account | £3m per broker |
| Foreign countries | £5m per country |
| Registered providers and registered social landlords | £10m in total |
| Unsecured investments with building societies | £10m in total |
| Loans to unrated corporates | £5m in total |
| Money market funds | £15m in total |
| Real estate investment trusts | £5m in total |

Liquidity management: The council uses in-house cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the council's medium-term financial plan and cash flow forecast.

Governance

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to the Accounts, Audit & Risk Committee. The Accounts, Audit & Risk Committee is responsible for scrutinising treasury management decisions.

Treasury Management Indicators

The council measures and manages its exposures to treasury management risks using the following indicators.

Interest rate exposures: This indicator is set to control the council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or a 0.75% fall in interest rates will be:

| Interest rate risk indicator | Limit |
|--|----------|
| Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates | £600,000 |
| Upper limit on one-year revenue impact of a 0.1% <u>fall</u> in interest rates | £450,000 |

As interest rates are at 0.1%, the impact of a potential fall has been capped at 0%

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

Maturity structure of borrowing: This indicator is set to control the council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

| Refinancing rate risk indicator | Upper limit | Lower limit |
|---------------------------------|-------------|-------------|
| Under 12 months | 80% | 10% |
| 12 months and within 24 months | 80% | 0% |
| 24 months and within 5 years | 80% | 0% |
| 5 years and within 10 years | 80% | 0% |
| 10 years and above | 80% | 0% |

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The upper and lower limits as shown above provide the scope to accommodate new loan(s) in the most appropriate maturity band at the time of borrowing

Principal sums invested for periods longer than a year: The purpose of this indicator is to control the council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

| Price risk indicator | 2021/22 | 2022/23 | 2023/24 |
|---|---------|---------|---------|
| Limit on principal invested beyond year end | £5m | £5m | £5m |

Related Matters

The CIPFA Code requires the council to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive (MiFID II): The council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the council's treasury management activities, the Executive Director of Finance believes this to be the most appropriate status.

Financial Implications

The budget for treasury investment income in 2021/22 is £13k, based on an average investment portfolio of £15 million at an average interest rate of 0.09%.

The budget for debt interest payable in 2021/22 is £2.235 million, based on an average debt portfolio of £192 million at an average interest rate of 1.16%.

If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Economic Commentary and Interest Rate Forecast – Arlingclose - January 2021

External Context

Economic background: The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Authority's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a COVID-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.

UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year on year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.

GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in November, the fourth successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

Credit outlook: After spiking in late March as coronavirus became a global pandemic and then rising again in October/November, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainty around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

Interest rate forecast: The Authority's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

Appendix A – Arlingclose Economic & Interest Rate Forecast – December 2020**Underlying assumptions:**

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out, especially with likely emergency action in response to a no-deal Brexit.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

| | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | Jun-22 | Sep-22 | Dec-22 | Mar-23 | Jun-23 | Sep-23 | Dec-23 | Mar-24 |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Official Bank Rate | | | | | | | | | | | | | |
| Upside risk | 0.00 | 0.00 | 0.15 | 0.15 | 0.15 | 0.15 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| Artingclose Central Case | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| Downside risk | 0.30 | 0.40 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| 3-month money market r. | | | | | | | | | | | | | |
| Upside risk | 0.05 | 0.05 | 0.10 | 0.10 | 0.15 | 0.20 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| Artingclose Central Case | 0.10 | 0.10 | 0.15 | 0.15 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 |
| Downside risk | 0.30 | 0.40 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| 1yr money market rate | | | | | | | | | | | | | |
| Upside risk | 0.05 | 0.05 | 0.10 | 0.10 | 0.15 | 0.20 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 |
| Artingclose Central Case | 0.15 | 0.15 | 0.25 | 0.25 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| Downside risk | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| 5yr gilt yield | | | | | | | | | | | | | |
| Upside risk | 0.40 | 0.40 | 0.45 | 0.45 | 0.50 | 0.50 | 0.55 | 0.60 | 0.60 | 0.65 | 0.65 | 0.70 | 0.70 |
| Artingclose Central Case | 0.00 | 0.00 | 0.05 | 0.10 | 0.15 | 0.20 | 0.20 | 0.20 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Downside risk | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| 10yr gilt yield | | | | | | | | | | | | | |
| Upside risk | 0.30 | 0.35 | 0.40 | 0.45 | 0.50 | 0.50 | 0.55 | 0.60 | 0.60 | 0.65 | 0.65 | 0.70 | 0.70 |
| Artingclose Central Case | 0.25 | 0.30 | 0.35 | 0.35 | 0.40 | 0.40 | 0.45 | 0.45 | 0.50 | 0.55 | 0.55 | 0.55 | 0.60 |
| Downside risk | 0.50 | 0.50 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 |
| 20yr gilt yield | | | | | | | | | | | | | |
| Upside risk | 0.40 | 0.40 | 0.45 | 0.45 | 0.50 | 0.50 | 0.55 | 0.60 | 0.60 | 0.65 | 0.65 | 0.70 | 0.70 |
| Artingclose Central Case | 0.70 | 0.70 | 0.75 | 0.75 | 0.75 | 0.80 | 0.80 | 0.85 | 0.85 | 0.85 | 0.85 | 0.90 | 0.90 |
| Downside risk | 0.30 | 0.30 | 0.35 | 0.35 | 0.35 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 |
| 50yr gilt yield | | | | | | | | | | | | | |
| Upside risk | 0.40 | 0.40 | 0.45 | 0.45 | 0.50 | 0.50 | 0.55 | 0.60 | 0.60 | 0.65 | 0.65 | 0.70 | 0.70 |
| Artingclose Central Case | 0.60 | 0.60 | 0.65 | 0.65 | 0.65 | 0.70 | 0.70 | 0.75 | 0.75 | 0.75 | 0.75 | 0.80 | 0.80 |
| Downside risk | 0.30 | 0.30 | 0.35 | 0.35 | 0.35 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 |

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

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DISTRICT COUNCIL
NORTH OXFORDSHIRE

Cherwell District Council Pay Policy Statement

This policy statement will be subject to review annually and in accordance with new or proposed legislation to ensure that it remains relevant and effective. It is effective from 1st April 2021

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1. Introduction, Overview and Purpose

Under Section 112 of the Local Government Act 1992, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38-43 of the Localism Act 2011 and due regard to the associated Statutory Guidance including the Supplementary Statutory Guidance issued in February 2013 and guidance issued under the Local Government Transparency Code 2015.

The purpose of this statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees, excluding employees working in alternative service delivery models.

Thus, this statement details the methods by which salaries for all roles are determined, and the detail and the level of remuneration of its most senior employees. This statement will be published on the Council’s public website and will be available in other formats upon request.

Procedural and approval requirements set down in the Council’s Constitution will be applied as required.

In determining the pay and remuneration of all its employees, the Council takes account of the need to ensure value for money in respect of the use of public expenditure.

The Council also aims to develop and implement reward systems and structures which meet the following requirements.

- Allow the Council to recruit and retain high calibre employees to provide high quality services
- Maintain levels of pay which are in line with the Council’s financial policies and provide value for money
- Are open, transparent and accountable
- Are fair and consistent

Once approved, this policy statement will come into effect on the 1st April 2021 superseding the 2020/21 statement and will continue to be reviewed on an annual basis.

2. Definitions

To support the transparency of the Pay Policy Statement, below are definitions for common words/phrases that are used throughout.

2.1. Remuneration

For the purposes of this statement remuneration includes three elements – basic salary, pension and all other allowances arising from employment.

2.2. Chief Officers

The definition of Chief Officers is defined as the officer designated as the Head of the Authority's Paid Service; a statutory chief officer – which under the Local Government and Housing Act 1989 means the Section 151 Officer and Monitoring Officer.

The definition of a non-statutory officer which under section 2 (7) of the 1989 Act means direct reports of the Head of Paid Service (HOPS), a person for whom the HOPS is directly responsible; a person who, as respects all or most of the duties of his/her post, is required to report directly or is directly accountable to the HOPS; and any person who, as respects all or most of the duties of his/her post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority.

In the case of the Council these posts are:

- Chief Executive (Head of Paid Service)

Statutory Chief Officers

- Director of Finance and Section 151 Officer
- Director of Law and Governance and Monitoring Officer

Non-Statutory Chief Officers

- Corporate Director of Customers, Organisational Development and Resources
- Corporate Director of Commercial Development, Assets and Investment
- Corporate Director of Environment and Place
- Corporate Director of Adult Services and Housing
- Corporate Director of Public Health and Wellbeing

2.3. Lowest Paid Employees

According to the pay scales, the lowest pay that employees receive is on Grade 1, Spinal Point 1 which is the lowest standard pay point. The salary on this grade is currently payable to staff carrying out cleaning roles. Lowest paid employees exclude apprentices due to their trainee status and exclude staff who may have transferred into the Council under TUPE protected rates.

2.4. Pay Multiples

The pay multiples is the relationship between two different pay amounts, showing the number of times one value is contained within another value. The relationships will be shown between:

- the highest paid taxable earnings (including base salary, variable pay, bonuses, allowances and cash value of any benefits in kind) and the lowest paid taxable earnings.
- the highest paid taxable earnings (including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind) and the median earnings figure of the whole workforce.
- the average median salary of Chief Officers and the median earnings figure of the whole workforce.

3. Pay Strategy

We undertake a comprehensive review of the remuneration of all staff each year, taking into consideration hourly pay rates and other significant benefits such as annual leave above the statutory requirements, employer pension contributions and training and development. We believe that taking a holistic view to remuneration ensures that our staff are rewarded fairly and encourages us all to think of total reward packages rather than a single component such as base pay.

When annual leave above the statutory minimum requirements and employer pensions contributions are added to our lowest pay rates, the hourly rate equates to £10.07 this is currently 5.66% above the UK Living Wage of £9.50 (2020/2021).

4. Pay Design

There is a single pay scale in operation at CDC. This was developed in 2018 by external reward specialists as part of a harmonisation process and in conjunction with a review of the job evaluation schemes in use. The harmonisation process was subject to a full consultation process with the trade unions.

The Council ensures that all pay arrangements can be objectively justified through the use of Job Evaluation methods. These are:

- GLPC scheme for roles that score under 560 points when evaluated.
- Roles that score 560 points and above are subject to HAY evaluation.
- All roles within the Council were subject to external review in 2018 when the Council undertook the harmonisation of pay, terms and conditions.

Grading structures for all groups of employees are implemented in line with agreed published pay scales and agreed relevant local terms and conditions of employment where applicable.

5. Joint Working

All Chief Officer, Statutory Chief Officers, non-statutory Chief Officers and many Deputy Chief Officer appointments are shared appointments with Oxfordshire County Council. Cherwell District Council and Oxfordshire County Council have been joint working since 1st October 2018.

6. Appointments

The Joint Shared Services and Personnel Committee (JSSPC) is the appointing body for shared statutory appointments to the roles of Head of Paid Service, the Monitoring Officer and the s151 Officer with recommendations to full council. If a role is exclusive to Cherwell District Council, the Personnel Committee (PC) is the appointing body for the Head of Paid Service, the Monitoring Officer and the s151 Officer with recommendations to full council.

The JSSPC is the appointing body for shared non-statutory Chief Officers. If a role is exclusive to Cherwell District Council, the appointing body will be the PC.

| Post | Regulatory Description | Appointment under Constitution |
|--|------------------------------|--------------------------------|
| Head of Paid Service | Head of Paid Service | JSSPC or PC |
| Corporate Director of Adults and Housing | Non -Statutory Chief Officer | JSSPC |
| Corporate Director of Public Health and Wellbeing | Non- Statutory Chief Officer | JSSPC |
| (s151 Officer) Director of Finance | Statutory Chief Officer | JSSPC or PC |
| Monitoring Officer | Statutory Chief Officer | JSSPC or PC |
| Corporate Director Customers, Organisational Development and Resources | Non-statutory Chief Officer | JSSPC or PC |
| Corporate Director of Commercial Development, Assets and | Non-statutory Chief Officer | JSSPC or PC |

| | | |
|---|-----------------------------|-------------|
| Investment | | |
| Corporate Director of Environment and Place | Non-statutory Chief Officer | JSSPC or PC |

It still remains that the Executive consultation procedure would be utilised as required by regulations for Chief Officer posts.

Any pay or grading changes for Cherwell only Chief Officers are considered and, if agreed, approved by the PC.

Salary packages for new posts in excess of £100,000 per annum will be subject to formal approval by the PC.

7. Pay Structures

7.1. Pay Grades and Progression

Most jobs have a grade with at least four and a maximum of five incremental points. When an employee is appointed to a new role it is typically at the bottom of the grade, unless they have significant experience in a similar role.

Annually and usually with effect from 1st April, pay awards are implemented following local negotiation with the trade unions and are broadly in line with national recommendations.

Employees also progress to the next incremental point within their pay scale subject to completion of satisfactory probation periods. This system recognises their increasing experience and performance progression continues until they reach the top of the grade.

High levels of performance are expected from all employees and where standards are non-satisfactory prompt managerial action will be taken to improve performance. This may include disciplinary/capability action in accordance with agreed procedures.

7.2. Pay Supplements

From time to time it may be necessary to pay special allowances or supplements to individual employees as part of their employment contract where specific circumstances require this and where it can be justified in accordance with Council policies. The Council uses the following:

- Market Supplements in order to attract and retain employees with particular experience, skills and capacity, for example when there are skills shortages locally or nationally. Market supplements must be agreed by the relevant Corporate Director, Director of Finance and the Director of Human Resources.

- Honoraria are paid where an employee has taken on additional duties and responsibilities for a defined period, for example covering a vacancy due to maternity leave or other staff absence.

The Council will ensure that the requirement for additional allowances or supplements is objectively justified by reference to clear and transparent evidence and where market supplements are considered, that this is with reference to data available from within and outside the Local Government sector.

Pay Supplements are subject to reviews as appropriate

8. Other Employment Related Arrangements

8.1. Local Government Pension Scheme (LGPS)

Subject to qualifying conditions, employees have a right to belong to the LGPS.

The Employee contribution rates which are defined by statute, currently range between 5.5% and 12.5% of pensionable pay depending on actual salary levels.

The Employer contribution rates are set by actuaries and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current average rate is 15.9%.

The Council will not at any time augment the pension or membership of employees nor award or fund additional pension to employees unless required to do so by the LGPS Regulations.

8.2. Benefits Schemes

As part of the Reward Strategy to recruit and retain high calibre employees, the Council provides a wide range of benefits including the Cycle Scheme and Childcare Voucher salary sacrifice schemes.

A full review of the benefits offered by the council is continuing in 2021.

8.3. Expenses

Subsistence and out of pocket expenses are based on national joint council rates. Car mileage is based on the HM Revenue & Customs approved rate, currently 45 pence per mile falling to 25 pence, for miles travelled in excess of 10,000 per annum.

9. Pay Arrangements for Senior Management

All Chief Officer, Statutory Chief Officers, Non-Statutory Chief Officers and many Deputy Chief Officer appointments are shared appointments with Oxfordshire County Council. Cherwell District Council and Oxfordshire County Council have been joint working since 1st October 2018. The funding for these salaries is shared between both authorities and is pursuant to the partnership arrangements and the agreed costs sharing principles set out in the Section 113 Agreement.

The following roles are jointly funded roles as at 1st April 2021:

9.1. Statutory and non-statutory Chief Officers

- The Chief Executive (Head of Paid Service)
- Director of Law and Governance (Monitoring Officer)
- Director of Finance (s151 Officer)
- Corporate Director of Customers, Organisational Change and Resources
- Corporate Director of Commercial Development, Assets and Investment
- Corporate Director of Environment and Place
- Corporate Director of Adults and Housing
- Corporate Director of Public Health and Wellbeing

The Council does not apply any bonuses or performance related pay to its Chief Officers.

Where Officers receive fees for undertaking elections duties, these will be shown separately to salary. Election fees are reviewed by the Returning Officer.

10. Pay Multiples and Medians as at 1st January 2021

Cherwell District Council is required to report on the pay multiples between its lowest and highest paid members of staff.

Table 1 The Chief Executive is a joint role with Oxfordshire County Council. The table below details the salary contribution made by Cherwell District Council.

| Role | Joint Salary for OCC and CDC | Cherwell District Council contribution |
|-------------------------------|------------------------------|--|
| Joint Chief Executive Officer | £199,910 | £77,965 |

Table 2 shows the ratio between the lowest paid and the highest paid and the ratio between the median salary of the workforce and the highest paid. **The highest paid salary in table 2 is the joint salary which is funded by both councils.**

| Pay Multiples including the <u>jointly funded</u> Chief Executive salary with Oxfordshire County Council | 2020 |
|---|-------------|
| Highest Paid - <u>Joint</u> Chief Executive (Cherwell District Council and Oxfordshire County Council) | £199,910 |
| Lowest Paid | £16,452 |
| Pay Multiple between the lowest paid and the highest paid | 1:12 |
| Median Salary | £49,261 |
| Pay Multiple between median and highest paid | 1:4. |

Table 3 shows the ratio between the median salary of the workforce and the average salary of its Chief Officers all of which are joint roles with Oxfordshire County Council and are jointly funded.

| Pay Multiples using the average salary of Chief Officers all of which are <u>jointly funded</u> with Oxfordshire County Council | 2020 |
|--|-------------|
| Average Salary of Chief Officers | £143,667 |
| Lowest Paid | £16,452 |
| Pay Multiple between the lowest paid and the Average Salary of Chief Officers | 1:9 |
| Median Salary | £49,261 |
| Pay Multiple between Median salary and Average salary of Chief Officers | 1:3 |

11. Payments on Termination of Employment

The Cherwell District Council Redundancy Scheme applies to all employees and is one week's statutory entitlement based on actual pay for employees under the

age of 41 years and one and half week's statutory entitlement based on actual pay for those aged 41 years and above where redundancy payments are due.

All employees who have received a redundancy payment in relation to the termination of their contracts of employment will be subject to the provisions of the Redundancy Modification Order and will be subject to Local Government Pension Scheme (LGPS) Regulations.

Where severance payments are appropriate such payments will be approved by the Director of Law and Governance and the Director of Finance and will be the subject of a Settlement Agreement for the purpose of compromising any compensation for which the Council may otherwise be legally liable. Severance payments will be discussed with legal advisors and a 'Best Value' note obtained based on the merits of the individual case.

The Council is subject to and will comply with The Small Business, Enterprise and Employment Act 2015, as amended by the Enterprise Act 2016, whereby HM Treasury has made regulations implementing a £95,000 cap on exit payments made to staff leaving the employment of the Council.

At the time of writing, the necessary changes to the Local Government Pension Scheme (LGPS) have not been made in time to align with the Exit Cap Regulations, as those changes are currently the subject to the Ministry of Housing, Communities and Local Government consultation on further exit pay reforms in the local government sector. The consultation on these proposals did not close until 9 November 2020, and the associated consultation on the proposed implementing legislation did not close until 18 December 2020. It is anticipated that it will not be until January or February 2021 that the necessary changes will be made to align the LGPS rules with the cap on exit payments.

12.Publication of Senior Salaries Statement

In accordance with publication requirements, a table showing information on the current pay of the Chief Executive, Statutory and Non-statutory Chief Officers, Deputy Chief Officers and other officers earning over £50,000 per annum will be published on the Council's website. All allowances and other payments will be shown.

Karen Edwards
Director of Human Resources
January 2021

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