

Public Document Pack

Cherwell District Council

Council

Minutes of a meeting of the Council held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 25 February 2019 at 6.30 pm

Present: Councillor Maurice Billington (Chairman)

Councillor Hannah Banfield
Councillor Andrew Beere
Councillor Claire Bell
Councillor John Broad
Councillor Phil Chapman
Councillor Mark Cherry
Councillor Colin Clarke
Councillor Surinder Dhesi
Councillor John Donaldson
Councillor Sean Gaul
Councillor Carmen Griffiths
Councillor Timothy Hallchurch MBE
Councillor Chris Heath
Councillor Shaida Hussain
Councillor Tony Ilott
Councillor Mike Kerford-Byrnes
Councillor Alan MacKenzie-Wintle
Councillor James Macnamara
Councillor Nicholas Mawer
Councillor Andrew McHugh
Councillor Cassi Perry
Councillor D M Pickford
Councillor Lynn Pratt
Councillor G A Reynolds
Councillor Barry Richards
Councillor Dan Sames
Councillor Les Sibley
Councillor Jason Slaymaker
Councillor Tom Wallis
Councillor Douglas Webb
Councillor Bryn Williams
Councillor Barry Wood
Councillor Sean Woodcock

Apologies
for
absence: Councillor David Hughes
Councillor David Anderson
Councillor Hugo Brown
Councillor Ian Corkin
Councillor Kieron Mallon
Councillor Richard Mould
Councillor Alaric Rose
Councillor Lucinda Wing

Officers: Yvonne Rees, Chief Executive
Claire Taylor, Director: Customers and Service Development
Nick Graham, Director of Law and Governance / Monitoring Officer
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Kelly Watson, Deputy Section 151 Officer
Natasha Clark, Governance and Elections Manager

86 **Declarations of Interest**

9. Motions.

Councillor Carmen Griffiths, Declaration, as a private landlord and would leave the meeting for the duration of the item.

Councillor G A Reynolds, Declaration, as a private landlord and would leave the meeting for the duration of the item.

Councillor Douglas Webb, Declaration, as a private landlord and would leave the meeting for the duration of the item.

87 **Communications**

The Chairman made the following announcements:

Chairman's Engagements

The Chairman advised Members that a copy of the events attended by himself or the Vice-Chairman had been published with the agenda and referred to his Chairman's Dinner that was taking place on 13 April 2019. Further details were available from the Chairman's PA, Liz Matthews.

Healthy Places Video

At the request of the Chairman, the Chief Executive advised Council of the Local Government Association (LGA) and District Councils Network (DCN) report on healthy place shaping, which was a case study document exploring the role of districts in health and features 10 examples from across the country. At the DCN National Conference, an animation that had been produced by the council's Communications and PR Officer to support the report had been launched. The report and animation demonstrated the critical role District councils play in the prevention agenda.

Having watched the animation, Members commended officers for their excellent work in highlighting this important area and the role of district councils.

Member Seminar

The Chairman advised Members that the scheduled member seminar at 6.30pm on Tuesday 12 March would focus on Brexit. More details would be circulated in due course.

Related Party Transactions

The Chairman referred to the Related Party Transaction forms on Members' desks. All Members were required to complete the form, even if the response was "None".

Post

The Chairman reminded Members to collect any post from pigeon holes.

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

There were no petitions or requests to address the meeting.

89 **Urgent Business**

There were no items of urgent business.

90 **Minutes of Council**

The minutes of the meeting held on 7 January 2019 were agreed as a correct record and signed by the Chairman.

91 **Minutes**

a) **Minutes of the Executive, Lead Member Decisions and Executive Decisions made under Special Urgency**

Resolved

That the minutes of the meeting of the Executive and Lead Member decisions as set out in the Minute Book be received and that it be noted that since the last meeting of Council on 7 January 2019, no decisions had been taken by the Executive which were not included in the 28 day notice.

b) **Minutes of Committees**

Resolved

That the minutes of Committees as set out in the Minute Book be received.

92 **Questions**

a) **Written Questions**

There were no written questions.

b) **Questions to the Leader of the Council**

Questions were asked and answers received on the following issues:

Councillor Sibley: Letterbox heights
Councillor Sibley: Number of swifts in the district and swift bricks in buildings
Councillor Cherry: Defibrilators
Councillor Mawer: Brexit
Councillor Richards: Ambulance service training
Councillor Dhesi: Bins in Castle Quay shopping centre
Councillor Dhesi: Calls to Cherwell District Council Customer Services
Councillor Dhesi: Pedestrianised area in Castle Quay 2

c) Questions to Committee Chairmen on the Minutes

There were no questions to Committee Chairman on the minutes of meetings.

93

Motions

It was moved by Councillor Richards and seconded by Councillor Woodcock, that the following motion be adopted:

Private Sector Housing

“This council notes government figures showing that 1/5 of nearly five million private sector tenants are not satisfied with their accommodation.

Following previous years of poor performance; this council renews its commitment to driving up standards in the local private rented sector.

As part of this, Cherwell District Council will:

1. Improve engagement with private sector tenants by establishing a private tenants forum or association.
2. Make it easier for private renters to raise concerns with dedicated, easy-to-find space on the council website.
3. Raise awareness of the council's role in private sector housing enforcement with a dedicated campaign in the local press and on social media.
4. Develop an accreditation and license scheme for private sector landlords to identify and reward good practice.”

Councillor Wood proposed the following amendments to the motion (deletions crossed and additions in italics), which was duly seconded by Councillor Donaldson:

“This Council notes government figures showing that 1/5 of nearly five million private sector tenants are not satisfied with their accommodation. *To stay ahead of this trend, this council reconfirms its commitment to high standards in the local private rental market.*

~~Following previous years of poor performance; this council renews its commitment to driving up standards in the local private rented sector.~~

~~As part of this, Cherwell District Council will:~~

1. ~~Improve engagement with private sector tenants by establishing a private tenants forum or association.~~
2. ~~Make it easier for private renters to raise concerns with dedicated, easy-to-find space on the council website.~~
3. ~~Raise awareness of the council's role in private sector housing enforcement with a dedicated campaign in the local press and on social media.~~
4. ~~Develop an accreditation and license scheme for private sector landlords to identify and reward good practice."~~

The Council notes that significant improvements to the website are nearing completion which will make it easier for tenants to understand what we can do and how to contact us.

The Council believes that an improved website, periodic communications and press releases (especially after successful prosecutions) are likely to be the best ways to increase awareness.

The Council instructs the Executive to periodically review the need for any further selective licensing and/or accreditation schemes, and to consider setting up a private resident's forum."

On being put to the vote, the amendment was approved. The motion as amended was debated and on being put to the vote, was supported.

Resolved

- (1) That the following motion, as amended, be adopted:

Private Sector Housing

"This Council notes government figures showing that 1/5 of nearly five million private sector tenants are not satisfied with their accommodation. To stay ahead of this trend, this council reconfirms its commitment to high standards in the local private rental market.

The Council notes that significant improvements to the website are nearing completion which will make it easier for tenants to understand what we can do and how to contact us.

The Council believes that an improved website, periodic communications and press releases (especially after successful prosecutions) are likely to be the best ways to increase awareness.

The Council instructs the Executive to periodically review the need for any further selective licensing and/or accreditation schemes, and to consider setting up a private resident's forum."

Members' Allowances 2019/2020

The Director Law and Governance and Monitoring Officer submitted a report to determine the levels of the allowances to be paid to Members for the

forthcoming 2019/2020 financial year following the submission of the report of the Council's Independent Remuneration Panel (IRP).

In presenting the report, Councillor Wood, Leader of the Council, thanked the Panel for their hard work in producing the report and acknowledged the recommendations and the Panel's reasoning.

Councillor Woodcock requested that a recorded vote be taken, which was seconded by Councillor Banfield.

Having been proposed and seconded, a recorded vote was duly taken and members voted as follows:

Councillor Banfield	Against
Councillor Beere	Against
Councillor Bell	Against
Councillor Billington	For
Councillor Broad	For
Councillor Chapman	For
Councillor Cherry	Against
Councillor Clarke	For
Councillor Dhesi	Against
Councillor Donaldson	For
Councillor Gaul	For
Councillor Griffiths	For
Councillor Hallchurch MBE	For
Councillor Heath	For
Councillor Hussain	Against
Councillor Ilott	For
Councillor Kerford-Byrnes	For
Councillor Mackenzie-Wintle	For
Councillor Macnamara	For
Councillor Mawer	Abstain
Councillor McHugh	For
Councillor Perry	Against
Councillor Pickford	Abstain
Councillor Pratt	For
Councillor Prestidge	For
Councillor Reynolds	For
Councillor Richards	Against
Councillor Sames	For
Councillor Sibley	For
Councillor Slaymaker	For
Councillor Wallis	For
Councillor Webb	For
Councillor Williams	For
Councillor Wood	For
Councillor Woodcock	Against

Resolved

- (1) That, having given due consideration to the levels of allowances to be included in the 2019/2020 Members' Allowances Scheme, the Panel's

recommendations (annex to the Minutes as set out in the Minute Book) be adopted without modification.

- (2) That the Monitoring Officer be authorised to prepare an amended Members' Allowances Scheme, in accordance with the decisions of the Council for implementation with effect from 1 April 2019.
- (3) That the Monitoring Officer be authorised to take all necessary action to revoke the current (2018/2019) Scheme and to publicise the revised Scheme pursuant to The Local Authorities (Members's Allowances)(England) Regulations 2003 (as amended).
- (4) That the Independent Remuneration Panel be thanked for its report and fee of £300 for Panel Members be set for the work carried out on this review for 2018/2019 and the same level of fee (£300) for any reviews carried out in 2019/2020 capped at a maximum of £1200 be agreed.

95 **Robustness of Estimates and the Adequacy of Reserves and Balances Local Government Act 2003 (Section 25)**

The Executive Director Finance and Governance (Interim) and Section S151 Officer submitted a report to accord with Section 25 of The Local Government Act 2003, which places a duty on the Chief Finance Officer to make a report to the authority on the robustness of estimates and adequacy of reserves. This report fulfilled this requirement and provided Members with assurance that the budgets have been compiled appropriately and that the level of reserves is adequate. It was a statutory requirement that councillors must consider this report when considering and approving a budget.

Resolved

- (1) That the report be noted.

96 **Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24**

Prior to consideration of the item, the Chairman sought the agreement of Members to suspend standing orders with regard to the duration of the speech by the proposer of the budget, or the speeches of the group spokesperson and group Leaders. Members indicated agreement.

The Director: Law and Governance reminded Council that it was required in legislation that any motion or amendment to the budget or council tax setting reports be taken by recorded vote and this would be done at the appropriate time.

The Executive Director Finance and Governance (Interim) & Section 151 Officer submitted a report to consider the Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24. The Business Plan and Summary Medium Term Financial Strategy were presented as an integrated report,

which demonstrated the Council's strategic approach to aligning its resource to the delivery of Council's priorities.

In introducing the report, the Lead Member for Financial Management and Governance explained that the Council was required to produce a balanced budget for 2019/20 as the basis for calculating its level of Council Tax. It had to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The proposed Business Plan and Medium Term Financial Strategy were presented as an integrated report, incorporating updated Performance and Risk management frameworks, to ensure effective delivery. This clearly demonstrated that the Council adopted a strategic approach in aligning its allocation of all of its resources, to the delivery of the Council's priorities.

Councillor Ilott thanked the Chief Finance Officer and the finance team who had worked hard on the budget process and submitted a balanced budget to Council. Councillor Ilott also thanked the Budget Planning Committee, Overview and Scrutiny Committee and Accounts, Audit and Risk Committee for their hard work supporting the budget setting and business plan process.

Having presented the report, Councillor Ilott proposed the Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24. Councillor Wood seconded the proposal.

Councillor Woodcock, on behalf of the Labour Group, addressed Council in response to the budget and confirmed that he would be proposing no amendments.

Councillor Sibley, on behalf of the Independent Group, addressed Council in response to the budget and confirmed that he would be proposing no amendments.

A recorded vote was taken and members voted as follows:

Councillor Banfield	Against
Councillor Beere	Against
Councillor Bell	Against
Councillor Billington	For
Councillor Broad	Abstain
Councillor Chapman	For
Councillor Cherry	Against
Councillor Clarke	For
Councillor Dhesi	Against
Councillor Donaldson	For
Councillor Gaul	For
Councillor Griffiths	For
Councillor Hallchurch MBE	For
Councillor Heath	For
Councillor Hussain	Against
Councillor Ilott	For
Councillor Kerford-Byrnes	For
Councillor Mackenzie-Wintle	For

Councillor Macnamara	For
Councillor Mawer	For
Councillor McHugh	For
Councillor Perry	Against
Councillor Pickford	For
Councillor Pratt	For
Councillor Prestidge	For
Councillor Reynolds	For
Councillor Richards	Against
Councillor Sames	For
Councillor Sibley	For
Councillor Slaymaker	For
Councillor Wallis	For
Councillor Webb	For
Councillor Williams	For
Councillor Wood	For
Councillor Woodcock	Against

Resolved

- (1) That, having given due consideration, the Business Plan (annex to the Minutes as set out in the Minute Book) be approved.
- (2) That the Risk Register (annex to the Minutes as set out in the Minute Book) be noted.
- (3) That, having given due consideration, an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20 be approved.
- (4) That, having given due consideration, the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals (annexes to the Minutes as set out in the Minute Book) be approved.
- (5) That, having given due consideration, a minimum level of General Fund reserves of £2m.
- (6) That, having given due consideration, authority be delegated to the Chief Finance Officer in consultation with the Lead Member for Financial Management & Governance, and where appropriate the relevant Director and Lead Member to:
 - Transfer monies to/from earmarked reserves should that become necessary during the financial year.
 - Update prudential indicators in both the Prudential Indicators Report and Treasury Management Strategy Report to Council, for any budget changes that impact on these.
- (7) That, having given due consideration, the Fees & Charges (annex to the Minutes as set out in the Minute Book) be approved.
- (8) That, having given due consideration, the Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue

Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20 (annexes to the Minutes as set out in the Minute Book) be approved.

- (9) That, having given due consideration, authority be delegated to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 25 February 2019, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council resulting from those changes.
- (10) That the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves be noted.
- (11) That, having given due consideration, the statement of pay policy for 2019/20 as required by the Localism Act (annex to the Minutes as set out in the Minute Book) be approved.
- (12) That the equality impact assessment for 2019/20 (annex to the Minutes as set out in the Minute Book) be noted.

97 **Adjournment of Council Meeting**

The Leader of the Council confirmed that he did not require Council to adjourn to allow Executive to meet discuss any issues arising from the budget.

98 **Calculating the amounts of Council Tax for 2019/20 and setting the Council Tax for 2019/20**

The Executive Director of Finance and Governance (Interim) & Section 151 Officer submitted a report to detail the Calculations for the amounts of Council Tax for 2019/20 and the setting of Council Tax for 2019/20.

Councillor Ilott introduced and proposed the Council Tax for 2019/20, which was duly seconded by Councillor Wood.

A recorded vote was taken and members voted as follows:

Councillor Banfield	For
Councillor Beere	For
Councillor Bell	For
Councillor Billington	For
Councillor Broad	For
Councillor Chapman	For
Councillor Cherry	For
Councillor Clarke	For
Councillor Dhesi	For
Councillor Donaldson	For
Councillor Gaul	For
Councillor Griffiths	For
Councillor Hallchurch MBE	For

Councillor Heath	For
Councillor Hussain	For
Councillor Ilott	For
Councillor Kerford-Byrnes	For
Councillor Macnamara	For
Councillor Mawer	For
Councillor McHugh	For
Councillor Perry	For
Councillor Pratt	For
Councillor Prestidge	For
Councillor Reynolds	For
Councillor Richards	For
Councillor Sames	For
Councillor Sibley	For
Councillor Slaymaker	For
Councillor Wallis	For
Councillor Webb	For
Councillor Williams	For
Councillor Wood	For
Councillor Woodcock	For

Resolved

- (1) That it be noted that at the Executive meeting held on 7 January 2019 the Council calculated the Council Tax Base 2019/20:
 - a) for the whole Council area as 53,876.9 [item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]; and
 - b) For dwellings in those parts of its area to which a Parish Precept relates as in the attached annex to the Minutes (as set out in the Minute Book).
- (2) That the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish Precepts and Special Expenses) is £6,923,182.
- (3) That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Act:-
 - a) £117,445,270 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act, taking into account all precepts issued to it by Parish Councils and any additional special expenses.
 - b) £105,391,470 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act.
 - c) £12,053,800 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its

Council Tax requirement for the year (Item R in the formula in Section 31B of the Act).

- d) £223.73 being the amount at 3(c) above (Item R), all divided by Item T (6(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish Precepts and Special Expenses);
 - e) £5,130,618 being the aggregate amount of all special items (Parish Precepts and Special Expenses) referred to in Section 34(1) of the Act as per the attached Schedule 2 (annex to the Minutes as set out in the Minute Book).
 - f) £128.50 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T(1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precept or special item relates.
- (4) That it be noted that for the year 2019/20 the Oxfordshire County Council and the Police and Crime Commissioner for Thames Valley have issued precepts to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each category of dwellings in the Council's area as indicated below :-

<u>Valuation Band</u>	Oxfordshire County Council	Police and Crime Commissioner for Thames Valley
	£	£
A	979.22	137.52
B	1,142.42	160.44
C	1,305.63	183.36
D	1,468.83	206.28
E	1,795.24	252.12
F	2,121.64	297.96
G	2,448.05	343.80
H	2,937.66	412.56

- (5) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the amounts shown in the annex to the Minutes (as set out in the Minute Book) as the amounts of Council Tax for the year 2019/20 for each part of its area and for each of the categories of dwellings.
- (6) That the Council's basic amount of Council Tax for 2019/20 is not excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.
- (7) That the following discounts and exemption be approved:

- 1 In respect of properties within Class A and B as defined by the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 (furnished chargeable dwelling that are not the sole or a main residence of an individual) the discount provided by Section 11a of the Local Government Finance Act 1992 shall be zero.
- 2 In respect of properties within Class C as defined by the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 (a property that is unoccupied and substantially unfurnished) the discount provided by the Section 11A of the said Act shall be 25% for a period of 6 months and thereafter zero.
- 3 In respect of properties within Class D as defined by the said Regulations (chargeable dwellings that are vacant and undergoing major repair work to render them habitable) the discount provided by Section 11A of the said Act shall be 25%
- 4 No council tax discount shall be applied to dwellings that are unoccupied and unfurnished for more than two years and that council tax payable on such properties is 200% (except for those properties which fall into prescribed Classes E and F).

99

Business Rates Retail Relief Policy

The Executive Director Finance and Governance (Interim) & Section 151 Officer submitted a report to provide members with an update on the retail relief scheme announced in the Budget and to seek approval for the Business Rates Retail Relief Policy for 2019-2020.

Resolved

- (1) That the contents of the report be noted.
- (2) That the Business Rates Retail Relief Policy (annex to the Minutes as set out in the Minute Book) be approved.

100

Local Discretionary Business Rate Relief Scheme 2019-20

The Executive Director Finance and Governance (Interim) & Section 151 Officer submitted a report for members to consider the proposed Local Discretionary Relief Policy and to seek approval for the Discretionary Business Rate Relief Scheme for 2019-2020.

Resolved

- (1) That the report be noted.

- (2) That the adoption of the Local Discretionary Business Rate Relief Scheme for 2019-20 (annex to the Minutes as set out in the Minute Book) be approved.

The meeting ended at 8.55 pm

Chairman:

Date:



DISTRICT COUNCIL
NORTH OXFORDSHIRE

Report
of the Independent and Parish
Remuneration Panel
on the Review of Members' Allowances for the
2019/2020 Financial Year

For

Cherwell District Council

December 2018

CHERWELL DISTRICT COUNCIL

REPORT OF THE INDEPENDENT AND PARISH REMUNERATION PANEL

REVIEW OF MEMBERS' ALLOWANCES FOR THE 2019/2020 FINANCIAL YEAR

1.0 Introduction

- 1.1 After considering the recommendations of this Panel, Cherwell District Council introduced a revised Scheme of Members' Allowances from 1 April 2018 whereby an increase of 2% rounded either up or down to 12 equal payments was applied to the basic allowance, Independent Persons and co-optee allowances. All special responsibility allowances remained the same. It was agreed that electric vehicles should receive the same rate as petrol and diesel vehicles. All other travel and subsistence allowances remained the same. This Scheme has remained in force throughout the 2018/19 financial year.
- 1.2 This report has been prepared in accordance with the provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended). It outlines the Panel's findings following a review of the District Council's current Allowance Scheme and its recommendations for 2019/2020 in respect of:
- (a) the levels of basic and special responsibility allowances;
 - (b) the travelling, subsistence and dependent carers' allowances; and
 - (c) co-optees and Independent Persons allowance.

2.0 The Independent Remuneration Panel

- 2.1 The current membership of the Panel is:

Ms Jeanette Baker
Mr Ray Everitt
Mrs Charlotte Green
Mr Andrew Hodges
Mr Stefan Robinson
Mr David Shelmerdine
Mr Christopher White

- 2.3 The Panel met on 3 December 2018 to consider and agree its recommendations for the 2019/2020 financial year.

Mr Christopher White was appointed as Chairman of the Panel.

Mr Christopher White declared an interest in Graven Hill Development Company.

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2.4 James Doble, Assistant Director Law and Governance, Natasha Clark (Governance and Elections Manager) and Lesley Farrell (Democratic and Elections Officer) provided the Panel with administrative advice and support.

2.5 The Panel's findings are set out in this report, together with recommendations for consideration by Council.

3.0 Terms of Reference of the Panel

3.1 The Panel's terms of reference as originally agreed by the Council when it was first constituted (as amended by the 2003 Consolidating Regulations which relate to the determination of local schemes for travelling and subsistence allowances) are outlined in its reports dated 3 July 2001 and 4 July 2003.

3.2 The principal matters on which the Panel can make recommendations are:

- (a) the amount of basic allowance to be paid to all Members of the Council;
- (b) the elected member roles which should qualify, as they involve significant additional responsibilities, for Special Responsibility Allowance payments and the levels of those allowances;
- (c) the appropriateness, and the amounts to be paid in respect of the childcare and dependent carers' allowances;
- (d) the levels, and appropriateness, of travelling and subsistence allowances; and
- (e) the amount of the co-optees and independent persons (Standards) allowances to be paid.

4.0 The Panel's Adopted Approach

4.1 Since 2001, the Panel's approach has been that recommendations should be formulated appropriate to the circumstances of the Council, recognising that the roles of Executive and Non-Executive Members are now well-established.

4.2 The following underlying principles continue to form the fundamental basis of the Panel's review process:

- (a) the allowances should take account, as far as possible, of the amount of time taken by Members to fulfil their roles.
- (b) the scheme should ensure, as far as practical, that as wide a range of people as possible should be able to stand for election and that they should not be financially penalised in so doing. This, in turn, should increase the likelihood of an inclusive approach to Council services:

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- (c) the levels of the allowances should not be treated as salary but rather as a level of 'compensation';
- (d) the original principle of the panel was that an element of Members' time in terms of their work as a Councillor should be treated as voluntary and therefore should not be remunerated – the principle of voluntary service were fully set out in paragraphs 9.4 and 9.5 of our July 2001 report; and it was agreed that this principle should continue.
- (e) the assumption that all Members will participate as fully as possible in Council business and play an active role in their Wards and that the importance of these mutually inclusive roles should be reflected in the level of the basic allowance
- (f) the reviewed scheme should take account of the payments included in the current scheme and any increases which might be recommended should be balanced against the interests of the Council Tax Payers in the District, although we accept that the Council must consider the political implications of the levels of the allowances open to it to pay
- (g) the reviewed scheme should continue to be subject to well informed periodic reviews.

5.0 The Work of the Panel

- 5.1 The Panel has previously determined the underlying principles on which the levels of Members allowances should be based, as outlined above.
- 5.2 The Panel's approach required an assessment of the amount of time Councillors commit to their duties and their associated workloads in the context of the identified special responsibilities for Lead Members and Committee Chairmen.
- 5.3 The Panel was aware of the responsibilities and workloads of the members of the Executive and especially those of the Leader
- 5.4 As part of its review, the Panel considered the following information which informs its conclusions:
 - (a) a copy of the Council's Members' Allowances Scheme for 2018/19;
 - (b) a comparison of neighbouring authority Members Allowances.
 - (c) comparative data from the Members' Allowances survey undertaken by the South East Employers Organisation which outlines the basic, special responsibility and other allowance

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payments made by Council's in the South East Region.

- (d) a summary of Members responses to the 'Activity Questionnaire'.
- (e) the general economic climate, increase in cost of living and level of national pay awards
- (f) the overall financial position of the Council.
- (g) the level of recent and proposed pay awards for Council staff and management.
- (h) any recent changes in the roles, responsibilities and workload of specific member posts.
- (i) Any additional comments Members wished to make in respect of the current allowance scheme.

5.5 The Panel continues to place great importance on the information gathered by way of the 'Activity Questionnaire'.

The purpose of the 'Activity Questionnaire' is to determine:

- (a) the amount of time Members estimate they spend on Council business during an average month;
- (b) Members views on the adequacy, or otherwise, of the current levels of Members' Allowances at the Council; and
- (c) Whether Members would like to address the Panel in person.

5.6 As previously, the activity questionnaire was circulated to all Members of the Council and a total of 16 completed questionnaires were returned, representing 33.33% of its membership.

5.7 The Panel were very grateful to those Members who returned the questionnaire or completed the online survey

5.8 The Panel were once again disappointed by the low return of questionnaires, particularly as the questionnaire had been sent in both hard copy and via an online survey in the hope this would increase the response rate. As this forms a large part of their decision making process, the Panel could only surmise that those who did not return the questionnaire or complete the online survey were happy with the current allowance scheme.

5.9 Notwithstanding the relatively low return rate, the Panel proposes to repeat this exercise again next year as it firmly believes that the information requested is vital to its efforts in undertaking proper and meaningful reviews. The Panel hopes that next year will result in a greater number of responses from Councillors.

5.10 The Panel noted that those Members who responded to the activity questionnaire continued to show a great variation in the estimates of the time they spend on their

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roles as Councillors, ranging from 26 to 160 hours per month.

- 5.11 The Panel noted that those Members who responded spent an average of 40 hours per month on council duties. This was more than the average response of 33 hours per month in the survey last year.
- 5.12 Other conclusions arising from the questionnaires were that:
- (a) None of the respondents explicitly stated that no changes should be made to the level of Members allowances and expenses for 2019/20.
 - (b) One of the respondents proposed an increase in the level of Members allowances and expenses for 2019/20 to match those of South Northamptonshire Council.
 - (c) On a scale of 1 (very generous) to 4 (totally inadequate), two respondents rated the basic allowance as 1, seven as 2, four as 3 and three as 4.
 - (d) On the same scale of 1 to 4, five respondents rated the special responsibility allowance as 1, three as 2, five as 3 and two as 4.
 - (e) On the same scale of 1 to 4, six respondents rated the level of travel and subsistence allowances as 1, seven as 2, two as 3 and one as 4.

Unfortunately, these numbers cannot be seen as representative due to the small number of questionnaires returned.

6.0 Basic Allowance

- 6.1 The Panel was requested to review the current level of the Basic Allowance.
- 6.2 Since the Council moved to its Local Pay Formula, the Panel has used the annual pay settlement for staff as one of their main considerations for recommending adjustments to the levels of the basic and special responsibility allowances paid.
- 6.3 In 2017/2018 Cherwell District Council (CDC), South Northamptonshire Council (SNC) and Unison entered into a collective agreement to harmonise terms and conditions for CDC and SNC employees. The new pay scale included a 2 year pay deal which consisted of a 2.5% cost of living rise for 2018/19 and 2.4% cost of living rise for 2019/20.
- 6.4 Senior managers (Directors and Assistant Directors) did not receive a cost of living award for 2018/19 as the recent restructure set salaries for these roles at market rates in autumn 2017 and a pay review at this stage was not required. Senior managers will receive the 2.4% cost of living rise for 2019/2020.
- 6.5 Acknowledging that there had been a cost of living increase for staff in 2018/2019, the Panel was minded to recommend an increase of 2.4% to Members' Basic Allowance, rounded either up or down, whichever is closest, to produce 12 equal

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payments, as a cost of living increase in line with the staff increase.

- 6.6 The Panel noted that whilst their recommended increase of 2.00% in Basic Allowance for 2018/2019 was agreed by Council, a number of Members had chosen not to take the increase.
- 6.7 The Panel agreed to recommend that the Co-optee and Independent Persons allowance also be increased by 2.4% rounded either up or down, whichever is closest, to ensure 12 equal monthly payments.
- 6.8 The total cost of a 2.4% increase to the Basic Allowance for elected Members and co-optee and Independent Persons Allowance would be £5220 p.a¹.

7.0 Special Responsibility Allowances

- 7.1 In 2018/2019 the Panel had recommended no increase to Special Responsibility Allowance (SRA) but were minded to recommend that all SRA be increased at the same rate of 2.4% for 2019/2020 as was being recommended for the Basic Allowance. The Panel considered that a cost of living increase was now justified as specific SRA's had previously been adjusted in accordance with workload but had not received a cost of living increase.
- 7.2 In November 2016 it was agreed that allowances would be paid to elected Members who are Non-Executive Directors (NED) of Graven Hill Companies (Graven Hill Development Company Limited, (DEVCO) and Graven Hill Village Holdings Limited (HOLDCO)) and these would increase in line with members' allowances. As the allowance for Non-Executive Directors of Graven Hill Companies were in line with an equivalent special responsibility allowance, these would also be increased by 2.4%.
- 7.3 The Assistant Director, Law and Governance addressed the panel to advise that he had submitted a report to a Shareholder Committee meeting on 3 December 2018 regarding company governance arrangements. In light of the report, the Committee had resolved to approve the mirroring of director board members of the two Graven Hill companies, DEVCO and HOLDCO, meaning the same members would be appointed as a NED at both companies.
- 7.4 In light of the mirroring of board members, a change to the remuneration for Member NEDs who sit on both HOLDCO and DEVCO was approved whereby one allowance for sitting on both boards would be paid. The allowance level agreed was £4248, comparable to the allowance paid to the Planning Committee Chairman, and it was recommended this be increased by 2.4% rounded up or down to 12 equal payments in line with the proposed increase to all SRA.
- 7.5 The total cost of a 2.4% increase to the SRA for elected Members (excluding for Members appointed as NED's on Graven Hill companies as these are paid by the

¹ This amount assumes the increase is accepted by all 48 elected members and the three Independent Persons. There are currently no co-optees.

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companies) would be £992².

8.0 Travelling and Subsistence Allowances

8.1 The Panel was requested to review the current level of Travelling and Subsistence Allowances.

8.2 In the 2018/2019 review it had been agreed that electric vehicles should receive the same rate as petrol and diesel vehicles. The Panel noted that all travel rates are set at the specified HM Revenues and Customs rates and consequently had no implications for the tax liabilities of Members. Travel rates for motorcycles and motor vehicles are paid regardless of the cc of motor cycle or motor vehicle concerned and remain the same.

8.3 In relation to Subsistence Allowances, the Panel previously agreed that allowances should be paid up to the maximum rates notified by the National Joint Council for Officers index linked to the Retail Prices Index (excluding mortgages).

8.4 However, the National Joint Council for Officers ceased to produce nationally agreed subsistence rate for local government staff in 1996. Since that time, subsistence rates have been a subject for local determination and the Council has based its rates on Local Government Association rates.

8.5 The Panel considered the travelling and subsistence allowances and agreed, that there should be no increase in other travelling and subsistence allowances at this time.

9.0 Dependent Carers' and Childcare Allowance

9.1 The panel considered the dependent carers' and childcare allowances and agreed that the number of hours that could be claimed should increase from 20 per month to 40 hours per month in line with the average number of hours that councillors' work. It was agreed that the rate should remain the same.

10.0 Recommendations to Council

10.1 Based on the information provided to the Panel, it recommends:

- (a) That the basic allowance be increased by 2.4% rounded either up or down, whichever is closest, to 12 equal payments

	Current Level 2018/2019	Proposed level for 2019/2020
Basic Allowance	£4,284.00 p.a.	£4,392.00 p.a.

² This amount assumes the increase is accepted by all those elected members receiving an SRA.

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- (b) That the Special Responsibility Allowances should be increased by 2.4% rounded either up or down, whichever is closest, to 12 equal payments:

	Current Level 2018/2019	Proposed level for 2019/2020
Leader of the Council*	£7,296.00 p.a.	£7,476.00 p.a.
Deputy Leader of the Council*	£2,520.00 p.a.	£2,580.00 p.a.
Executive Members Holding a Portfolio	£6,372.00 p.a.	£6,528.00 p.a.
Chairman of the Accounts, Audit and Risk Committee	£3,552.00 p.a.	£3,636.00 p.a.
Chairman of the Budget Planning Committee	£3,552.00 p.a.	£3,636.00 p.a.
Chairman of the Overview and Scrutiny Committee	£3,552.00 p.a.	£3,636.00 p.a.
Chairman of the Planning Committee	£4,248.00 p.a.	£4,344.00 p.a.
Chairman of the Appeals Panel	£253 SRA plus £253 per full meeting to a capped limit of £1,012.00 p.a.	£261 SRA plus £261 per full meeting to a capped limit of £1,044.00 p.a.
Chairman of the Licensing Committee	£253 SRA plus £253 per full meeting to a capped limit of £1,012.00 p.a.	£261 SRA plus £261 per full meeting to a capped limit of £1,044.00 p.a.
Chairman of the Personnel Committee	£253 SRA plus £253 per full meeting to a capped limit of £1,012.00 p.a.	£261 SRA plus £261 per full meeting to a capped limit of £1,044.00 p.a.
Chairman of the Standards Committee	£253 SRA plus £253 per full meeting to a capped limit of £1,012.00 p.a.	£261 SRA plus £261 per full meeting to a capped limit of £1,044.00 p.a.

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Leader of the Opposition	£2,940.00 p.a.	£3,012.00 p.a.
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(These SRA's are paid in addition to the Basic Allowance.)

- (c) that the Co-optee and Independent Persons Allowance be increased by 2.4% and rounded either up or down whichever is closest, to 12 equal payments

Co-optee and Independent Person Allowance	£732.00 p.a.	£744.00 p.a.
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- (d) that Dependent Carers' and Childcare Allowances remain the same but the number of hours that can be claimed per month be increased from 20 to 40 hours:

Childcare	£10 per hour	£10 per hour
Dependent Relative Care	£20 per hour	£20 per hour

- (e) that there should be no change to Travelling and Subsistence Allowances;

Bicycles	20p per mile
Motorcycles	24p per mile
Motor Vehicles	45p per mile
Electric or Similar Specialised Vehicles	45p per mile

Breakfast Allowance	£6.02 per meal
Lunch Allowance	£8.31 per meal

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Evening Meal Allowance	£10.29 per meal
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- (f) Democratic Services should continue to book overnight accommodation.
- (g) That further to the decision of the Shareholder Committee to mirror the members appointed as Non-Executive Directors on Graven Hill companies and pay one allowance to those members, they be increased by 2.4% and rounded either up or down whichever is closest, to 12 equal payments.

	Current level 2018/2019	Proposed level 2019/2020
Non-Executive Directors Graven Hill Village Holding Company Limited	£4,248.00 p.a.	One Payment of £4,344.00 p.a. for holding both positions
Non-Executive Directors Graven Hill Village Development Company Limited	£4,248.00 p.a.	

12.0 Findings of the Panel

12.1 In arriving at its recommendations, the Panel had particular regard to the following:

- (a) There had been a 2.5% cost of living increase for staff in 2018/2019 and an agreement for a 2.4% cost of living increase for 2019/2020. Although not all members had accepted the agreed 2% increase the previous year, the meeting nonetheless recommended a the same level cost of living increase of 2.4% to Members' Basic Allowance for 2019/2020 rounded either up or down, whichever is closest, to produce 12 equal payments.
- (b) The Panel acknowledged that the CDC members' allowances were low in comparison to other similar councils and good value for money. The Panel was minded to recommend a 2.4% cost of living increase in the Basic allowance for 2019/2020 in line with the staff pay increase.
- (c) The meeting acknowledged the amount of work carried out by the Executive and particularly the Leader of the Council and the time committed to Cherwell District Council.
- (d) The meeting also acknowledged that there had been no cost of living increase in special responsibility allowance at Cherwell District Council.
- (e) The increasing complexity, responsibilities and burden of local government made it imperative for able individuals representing all of society to be able to stand for election as Councillors, but the absence of a national baseline for Member remuneration did not help efforts to attract candidates in the local

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community with the professional qualities needed for the role.

- (f) As local government becomes increasingly business-like, levels of remuneration need to reflect the time, effort and expertise required of Councillors, otherwise it would continue to prove difficult to attract quality candidates to the role, resulting in negative implications for local democracy.
- (g) A special acknowledgement was made and thanks given to James Doble, Assistant Director of Law and Governance who would be leaving Cherwell District Council on 7 December 2018.

Mr Christopher White
Chairman
Independent Remuneration Panel
December 2018

DRAFT Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan		
<p><u>Operational Excellence</u></p> <ul style="list-style-type: none"> ▪ Rigorous Financial Management ▪ Efficient and Effective Governance ▪ Commercial and Procurement excellence ▪ Continuous Improvement 	<p><u>Customer Focus</u></p> <ul style="list-style-type: none"> ▪ Excellent Customer Services ▪ Efficient and Effective Services ▪ Accessible services – Enabled through digitisation ▪ Consultation and Customer Insight 	<p><u>Best Council to work for</u></p> <ul style="list-style-type: none"> ▪ Employer of choice ▪ Employee Engagement and Wellbeing ▪ Culture of Learning and Development ▪ Sustainable relationships with key partners

Appendix 2 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/12/2018

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L10, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential Impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Financial Systems project reviewed to meet business needs. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being implemented. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders. Financial System Solution Project started to ensure future finance provision is fit for future. Integrated reporting being embedded and working well.	Risk reviewed - 10/12/18 - No Changes
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service planning process for 2019-20 to started. Separate service plans for CDC and SNC. Separate leadership risk registers to be put in place for CDC and SNC from 1 January 2019. Risk Management training session for Assistant Directors / Service Managers delivered in November.	Risk reviewed 12/12/18 - Commentary Updated.
L03	Lack of Management Capacity - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	4	4	16	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams in place from 1st January 2019 with Executive support arrangements in place. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Volume of work related to separation and LGR means risk score remains at 12. Joint CEDR meetings to take place fortnightly from January 2019. Regular comms being provided by the Chief Executives	Joint CEDR meetings to take place fortnightly from January 2019.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including Barrister support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place CDC - Preparation of the Cherwell Partial Review as committed to by the adopted Local Plan. A Canalside Supplementary Planning Document to help implement Policy Banbury 1 of the Local Plan. Keeping the CDC Local Development Scheme up-to-date. SNC - Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place. SNC revised LDS approved September 2018	Fully Partially Partially Fully Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Paul Feehily	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required CDC: Consideration of Local Plan programme by Executive - a revised CDC Local Development Scheme is due to be presented to the Executive on 3 Dec. This will determine whether to switch to a full Local Plan review starting in 2019 (instead of a Local Plan Part 2). Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. The Council is to be advised of Matters and Issues in December 2018. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Annual Monitoring Report and updated Local Development Scheme for CDC are scheduled to be presented to the Executive in Dec 2018. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) and has been recruiting staff. In October, the Executive approved the JSSP's Local Development Scheme, its Scoping Document and its Statement of Community Involvement for consultation.	SNC Risk reviewed 10/12/18 - No changes CDC - Risk reviewed, Controls and comments updated 29/11/18
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↓	All individual service Impact Assessments and BC Plans being updated BC Improvement plan, including testing, being developed by Steering Group ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team. Progress report to be provided to CEDR in December	The plan to update all the service business continuity plans is progressing. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit is scheduled for Dec/ Jan to quality assure our plans.	Risk reviewed 11/12/18 - Mitigating actions and Comments updated.
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance Standard agenda item at senior officer meetings Continue Institute of Directors training for Officers and Members Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed. Impact of potential NCC cuts on this risk to be reviewed.	Risk reviewed 10/12/18 - No changes

Ref	Name and Description of risk	Potential Impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L07	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators Full participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHughy	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and developed relationships with key partners. New call out arrangements for Snr Officers have been established. Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises. The Inter Agency Group met in November to reflect on this year's F1 Grand Prix and Moto GP and to start preparations for 2019. Both authorities are represented at the Local Resilience Forum	Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Senior Officers have had the opportunity to attend multi agency training exercises during November to increase their knowledge and experience. Plans are developing to create two systems for SNC and CDC separately from January 2019.	Risk reviewed 10/12/18 - Mitigating actions & comments updated.
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Fully Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Martin Green	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy has helped to ensure that roles & responsibilities are discharged effectively. The next stage is underway, this is to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. Internal Audit Schedule rolling 3 year programme has now been developed and is underway.	Risk reviewed 06/12/18 - No changes.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L09	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber-ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Partially Partially Fully Partially Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor. Initial training session held with the IT Management team in October 2018. Further table top session held in November with IT Management Team. Sessions for all staff are being arranged for January 2019 at CDC and SNC. Complete the implementation of the intrusion prevention and detection system by the end of 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. 1st meeting should be January 2019. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk reviewed 10/12/18 - Control Assessment, Risk Owner, Mitigating Actions and Comments Updated
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return complied for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 10/12/18 - No change.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	4	12	↑	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Staff turnover in this area leading to increase in risk. Mitigations as resource identified. Knowledge and experience building take place with training and support as required.	Risk reviewed 10/12/18 - Residual risk score increased and comments updated.

Ref	Name and Description of risk	Potential Impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
							Fully effective Partially effective Not effective										
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 10/12/18 - No changes.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with SNC following the end of the s113 required. OCC - CDC section 113 agreement completed.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between CDC and SNC to be agreed by Executive in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Ian McCord	Richard Ellis	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with CDC following the end of the s113 required.	Separate SNC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for both LGR and separation from CDC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between SNC and CDC to be agreed by Cabinet in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Nick Graham Andrew Hunkin	Nick Graham Andrew Hunkin	3 3	3 3	9	↔	Standing item at senior officer meetings - regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office - May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	05/12/18 - Risk reviewed, Risk Owner & Manager & Comments updated

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
WELLBEING AND ENVIRONMENTAL			
Community Services			
<p>Ongoing revenue implications of purchase of The Mill Arts Centre - Full year financial implications of the purchase of The Mill including the need to increase the grant to MACT to cover off some transition costs as well as utilities, maintenance and revenue costs associated with remedial capital works in 2019/20</p>	<p>Implications were set out in the purchase report in December 2018. Transitional funding not being provided would mean the closure of The Mill Arts Centre trust leaving CDC with an asset and no operator. Given restrictive covenants placed on the sale of the asset to us from OCC there could be further financial implication in excess of this amount of growth.</p>	75,000	
<p>Full year budget requirements from posts within the service - this reflects the full cost implications of previously agreed posts. Includes grants officer, CCTV posts and project officers. There is also a small amount to reflect our subscription to the Lotteries council</p>	<p>This ensures that the full budget requirements are reflected within the service for 2019/20 otherwise an overspend would be created. If this was not fully reflected then existing postholders could face redundancy and the costs would be greater to the Council</p>	80,500	
<p>Management fee contractual increase in leisure services - contractual increases relating to our operator for leisure provision</p>	<p>This is a contractual increase so the financial implications have to be fully reflected in the budget</p>	131,500	
<p>Increased income across housing services - includes additional contributions from OCC for the running of the housing improvement agency, impact of new HMO legislation and other additional income that we have received</p>	<p>This is an increased income budget to reflect the activity within the service.</p>		(10,000)
<p>Reduction in cost of the museum grant - this reflects a reduction in the core grant to Banbury museum which has already been agreed</p>	<p>This is a previously agreed reduction in grant and reflects the actual requirements within the service</p>		(26,500)
<p>Healthy New Towns Growth Bid - this would fund an extension to the current work that has been taking place in regards to Healthy New Towns within Bicester and would mainstream the work to other parts of the District. This is permanent and ongoing funding for the future and includes staffing costs on a permanent basis.</p>	<p>This option would be to extend all work across Bicester, Banbury and Kidlington from the learning that has already taken place in Bicester. The funding would be required for additional staffing resources and is included on a continuous basis. There are other options that can be considered for a lower cost - bronze option is a limited review of what we have already achieved with costs of (£40k), Silver option (cost of £258k) would extend to 1 more town only.</p>	360,000	
<p>Subtotal</p>		647,000	(36,500)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
Environment Services			
Increased costs of waste and recycling - includes costs arising from additional services in bulky waste, clinical waste and bin deliveries as well as costs arising from increasing fuel prices	These reflect the increasing levels of activity in the service as well as the inflation that we are experiencing from fuel prices. Some additional income is derived from increasing levels of activity and is reflected in increased income budgets below	50,412	
Increased costs of gate fees for waste and recycling - Uncontrollable increase in the price charge per tonne (Gate Fees) for dry goods recycling and recycling credits income reduction	These are uncontrollable costs and a growth in budget is therefore required	279,881	
Increased levels of income from increasing activity from business waste collections and recycling banks - increased activity generates additional income	This reflects increased levels of activities in the service		(107,400)
Reductions in contract costs and increased contractor income - following a review of contract expenditure and income across all areas within environmental services including car park maintenance, street cleansing and parks and open spaces	Review of all contractor costs and income to now reflect actual activity within the service		(106,985)
Subtotal		330,293	(214,385)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
WELLBEING AND ENVIRONMENTAL SERVICES - TOTAL		977,293	(250,885)
PLACE AND GROWTH			
Review of all income and activity levels - Includes increased volume of building regulation applications, plus reduction in contribution levels for some services	Reflects current service activity and levels		(33,959)
Place and Growth Total		-	(33,959)
CUSTOMERS AND SERVICE DEVELOPMENT			
Line by line review of all service areas - detailed review of all service budgets and savings identified from budgets no longer required across all areas including IT, Performance and Transformation and Strategic Marketing and Comms.	Reflects current service activity and levels		(71,500)
Customers and service development - Total		-	(71,500)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
FINANCE, GOVERNANCE AND PROPERTY			
Governance			
Reduced land charges income and reduction of other budgets no longer required - activity levels for 2018/19 were not as high in relation to land charges and so the income targets for 2019/20 have been reviewed. Line by line review of other budgets within the service have reduced the overall pressure	Reflects current service activity and levels	9,980	
Subtotal		9,980	0
Finance			
Increased contractual costs and external consultancy costs - Reflects full financial implications of fraud contract, additional interim support in relation of closedown of accounts and other financial support	Reflects current service activity and levels	110,192	
Contractual price reductions for insurance and external audit - reductions in corporate contracts for insurance and external audit	Reflects current service activity and levels		(78,228)
Subtotal		110,192	(78,228)
Property			
Detailed review of all property costs - This reflects all changes that have been highlighted in 2018/19 following a thorough review of our activity. Includes additional support to manage expanding portfolio.	This reflects our current activity and income levels. Corrects a number of issues that have been highlighted throughout 2018/19 including income from council owned companies now included correctly within the services budget.	865,607	
Detailed review of all property income expected from property acquisitions - this is the net change across all of our property activity. This reflects all changes that have been highlighted in 2018/19 following a thorough review of our activity.	This reflects our current activity and income levels. Corrects a number of issues that have been highlighted throughout 2018/19 including income from council owned companies now included correctly within the services budget.		(289,249)
Subtotal		865,607	(289,249)
FINANCE, GOVERNANCE AND PROPERTY - total		985,779	(367,477)
COUNCIL TOTAL		1,963,072	(723,821)

Car Parking

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Banbury Short Stay <i>(Charges apply 8am-7pm. Free Parking after 7pm)</i>						
Market Place Monday To Saturday						
0 -30 minutes	£0.80	£0.80		£0.00	0.0%	
0 - 1 hour	£1.20	£1.20		£0.00	0.0%	
Market Place Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Horsefair West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Horsefair West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street West (part) Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Calthorpe Street West (part) Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street East Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Calthorpe Street East Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
South Bar East (part) up to Calthorpe Street Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
North Bar East Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
North Bar East Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
The Mill Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
The Mill Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Chamberlaine Court Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Chamberlaine Court Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Monday To Saturday	£0.00	£0.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Sunday and Bank Holidays	£0.00	£0.00		£0.00	0.0%	
Free of charge up to maximum stay permitted						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Banbury Long Stay</u> <i>(charges apply 8am-7pm. Free Parking after</i>						
Riverside Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Riverside Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
South Bar East and West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
South Bar East and West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
North Bar West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
North Bar West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Calthorpe Street West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Windsor Street Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Windsor Street Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Spiceball North Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Spice Ball North Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Bolton Road Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Bolton Road Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Compton Road Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Compton Road Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Compton Road (Coaches only) - no charge	£0.00	£0.00		£0.00	0.0%	
<u>Drop Off - Pick Up Points</u>					0.0%	(Charges apply 8am-7pm. Free Parking after 7pm)
Bridge Street (all week)						
0 - 15 minutes	£0.30	£0.30		£0.00	0.0%	
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00	£0.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Bicester Short Stay</u> <i>(Charges apply 8am-7pm. Free Parking after 7pm)</i>						
Market Square Monday To Saturday						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
0 - 30 Minutes	£0.60	£0.60		£0.00	0.0%	
0 - 1 Hour	£1.10	£1.10		£0.00	0.0%	
Market Square Sunday and Bank Holidays						
0 - 1 Hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Claremont Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Claremont Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Chapel Brook Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Chapel Brook Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Victoria Road Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Victoria Road Sunday and Bank Holidays					0.0%	
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
<u>Bicester Long Stay</u>					0.0%	
Cattle Market Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
3 - 4 Hours	£2.20	£2.20		£0.00	0.0%	
Day rate up to 7pm	£2.50	£2.50		£0.00	0.0%	
Cattle Market Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<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%	

Environmental Services

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Bundles of 25 Trade Waste Sacks	£55.00	£60.00		£5.00	8.3%	
Bundles of 25 Trade Recycling Sacks	£35.00	£40.00		£5.00	12.5%	
COMMERCIAL REFUSE COLLECTION - PER LIFT						
240 litre bin	£6.75	£7.25		£0.50	6.9%	
360 litre bin	£9.00	£9.50		£0.50	5.3%	
660 litre bin	£13.00	£13.50		£0.50	3.7%	
COMMERCIAL RECYCLING COLLECTION - PER LIFT						
240 litre bin	£3.75	£4.00		£0.25	6.3%	
360 litre bin	£5.25	£5.50		£0.25	4.5%	
660 litre bin	£7.25	£7.75		£0.50	6.5%	
1100 litre bin	£9.50	£10.00		£0.50	5.0%	
<i>* Discount of 10% for >5 bins, 20% for >10 bins</i>						
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
COMMERCIAL FOOD RECYCLING - PER LIFT						
120 litre bin	£3.00	£3.50		£0.50	14.3%	240l bin not available
Schedule II Collections - Schools						
240L Wheeled Bin Package	£120.00	£130.00		£10.00	7.7%	
360L Wheeled Bin Package	£170.00	£180.00		£10.00	5.6%	
660L Wheeled Bin Package	£270.00	£285.00		£15.00	5.3%	
1100L Wheeled Bin Package	£375.00	£390.00		£15.00	3.8%	
Trade Glass Collection (set of 3 bells)	£60.00	£60.00		£0.00	0.0%	
Bundles of 25 Biodegradable Garden Waste Sacks	£12.00	£12.00		£0.00	0.0%	
Roll of 52 Compostable Liners	£3.00	£3.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Environmental Protection						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Rats & Mice, Per consultation - 3 visits (free of charge to residents who are 60 years of age and over)	£40.00	£43.33		£3.33	7.7%	
Fleas, , cockroaches ants, carpet beetles, and other household insects	£45.00	£48.33		£3.33	6.9%	
Bedbugs	£75.00	£75.00		£0.00	0.0%	
Wasps Nests	£40.00	£43.33		£3.33	7.7%	
Fine for stray dogs during office hours	£66.50	£70.00		£3.50	5.0%	
Fine for stray dogs outside office hours	£138.50	£145.00		£6.50	4.5%	
Kennel Costs (per day/part of)	£16.50	£17.50		£1.00	5.7%	
Dog bin emptying charge	£1.40	£1.50		£0.10	6.7%	For parishes with more than 20 bins
	£1.40	£1.60		£0.20	12.5%	For parishes with more than 5 bins
	£1.40	£1.75		£0.35	20.0%	For parishes with less than 5 bins
<u>MOT's</u>						
Class IV for Trade, Staff and Account Customers	£45.00	£45.00		£0.00	0.0%	
Class IV for General Public	£50.00	£50.00		£0.00	0.0%	
Class V for Trade, Staff and Account Customers	£50.00	£50.00		£0.00	0.0%	
Class V for General Public	£55.00	£55.00		£0.00	0.0%	
Class VII for Trade, Staff and Account Customers	£50.00	£50.00		£0.00	0.0%	
Class VII for General Public	£55.00	£55.00		£0.00	0.0%	
Use of Washdown facility						

Statutory Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Environmental Protection</u>						
Process Registration and annual subscription (various)	various					

Public Protection, Environmental Health, Licensing and Building Control

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Public Protection and Environmental Health						
(v) Skin Piercing (a) Registration Fee	£96.00	£102.00		£6.00	5.9%	Adjusted to align with SNC charge
(v) Skin Piercing (b) Registration of Premises	£151.00	£153.00		£2.00	1.3%	Adjusted to align with SNC charge
Variation of scrap metal dealers license type Collector - Dealer	£200.00	£204.00		£4.00	2.0%	
Variation of scrap metal dealers license - Admin, change of name or replacement	£100.00	£102.00		£2.00	2.0%	
Scrap metal dealers site	£455.00	£465.00		£10.00	2.2%	
Scrap metal collectors license	£270.00	£275.00		£5.00	1.8%	
Investigation of high hedges complaint	£360.00	£370.00		£10.00	2.7%	
					0.0%	
Food Export/Hygiene Certificates (without inspection)	£43.00	£44.00		£1.00	2.3%	
Food Export/Hygiene Certificates (with inspection)	£105.00	£107.00		£2.00	1.9%	
Food Hygiene Rating Scheme Rescore Visit	£265.00	£270.00		£5.00	1.9%	
Food Surrender Certificates	£118.50	£121.00		£2.50	2.1%	
Copies of Food Premises Register (a) Single Entry	£3.57	£3.64		£0.07	1.9%	
Copies of Food Premises Register (b) Full Register	£306.00	£312.00		£6.00	1.9%	
Factual Statements for Civil Proceedings	£148.00	£151.00		£3.00	2.0%	
Reports provided under the Environmental Information Regulations	£148.00	£151.00		£3.00	2.0%	
Contaminated land enquiry	£62.00	£66.00		£4.00	6.1%	Fee charged per hour or part thereof. 19-20 fee based on average hourly rate for the EP team for cost recovery.
					0.0%	
					0.0%	
					0.0%	
HEALTH PROTECTION						
Water Sampling						
Large/Commercial use supplies (each assessment at £68/hour capped at £500)	£500.00	£500.00		£0.00	0.0%	Capped by statute
Risk assessment (each assessment at £68/hour capped at £500)	£500.00	£500.00		£0.00	0.0%	Capped by statute
Sampling (each visit)	£100.00	£100.00		£0.00	0.0%	Capped by statute
Investigation	£100.00	£100.00		£0.00	0.0%	Capped by statute
Granting an authorisation	£100.00	£100.00		£0.00	0.0%	Capped by statute
Analysing a sample:						
					0.0%	
Taken under regulation 10	£25.00	£25.00		£0.00	0.0%	Capped by statute
Taken during Check monitoring	£100.00	£100.00		£0.00	0.0%	Capped by statute
Taken during Audit monitoring	£500.00	£500.00		£0.00	0.0%	Capped by statute
					0.0%	
Water Sampling Fees:					0.0%	
Lab Fees (Depending on criteria)	£82.00	£83.50		£1.50	1.8%	
Pools (basic swimming pool test)	£31.00	£31.50		£0.50	1.6%	Anticipated supplier increases to courier/lab costs
Sampling and admin cost recovery hourly rate	£42.00	£43.00		£1.00	2.3%	
Courier charge	£31.00	£31.50		£0.50	1.6%	
Health Protection - Food Safety						
Level 2 Food Safety in Catering Course						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Taught Course	£71.00	£72.50		£1.50	2.1%	
Taught - Voluntary Groups	£41.00	£42.00		£1.00	2.4%	
Taught - Unemployed	£41.00	£42.00		£1.00	2.4%	
E-learning (all level 2 courses)	£25.00	£25.00		£0.00	0.0%	No increase as 12 month contract agreed with supplier prices fixed
Level 2 Personal license Holder elearning and invigilated exam	£80.00	£80.00		£0.00	0.0%	12 month contract agreed with supplier prices fixed.
Invigilated exam resit	£25.00	£25.00		£0.00	0.0%	12 month contract agreed with supplier prices fixed.
Level 3 Food Hygiene Course						
Taught Course	£283.00	£288.00		£5.00	1.7%	
E-learning (all level 3 courses)	£150.00	£150.00		£0.00	0.0%	No increase as 12 month contract already agreed with supplier and prices fixed
Cost recovery - Commercial & Business Support						
Basic cost recovery (qualified officer)	£68.00	£68.00		£0.00	0.0%	No increase following review of cost recovery rates and to reflect intention to grow service
Full cost recovery (qualified officer)	£75.00	£75.00		£0.00	0.0%	No increase following review of cost recovery rates and to reflect intention to grow service
Mileage cost per mile	£0.52	£0.45		£-0.07	-15.6%	New mileage rate following harmonisation
Strive for 5	£240.00	£245.00		£5.00	2.0%	
SFBB Packs	£14.50	£14.80		£0.30	2.0%	
SFBB 48 week diary refills	£11.00	£11.20		£0.20	1.8%	
SFBB Pack with 48 week diary refill	£20.00	£20.40		£0.40	2.0%	
<u>Licensing</u>						
Street Trading consent charges are as follows:-						
12 month period	£1,120.00	£1,142.00		£22.00	1.9%	
6 month period	£560.00	£570.00		£10.00	1.8%	
3 month period	£280.00	£285.00		£5.00	1.8%	
1 month period	£940.00	£960.00		£20.00	2.1%	
Table and Chairs consent charges are as follows:-						
12 month period	£15.20	£15.50		£0.30	1.9%	
Gambling Act 2005 – Maximum Charges are set by legislation.	Various	Various	Various			Statutory Fees - Set Nationally
<u>Private Hire and Hackney Carriage DRIVER Fees and Charges</u>						
Grant of Licence 1 Year		£114.00			100.0%	New charge
Grant of licence 3 Years	£193.00	£193.00		£0.00	0.0%	
Renewal of existing licence 1 year		£96.00				

Cost recovery calculations support holding

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Renewal of existing licence 3 years	£170.00	£170.00		£0.00	0.0%	Cost recovery calculations support holding charges at current level. Hackney Carriage vehicles split from PHV. Age threshold for vehicle lifted. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
DBS (was CRB) check and DVLA check	£49.00	£49.00		£0.00	0.0%	
Medical approval	£20.00			REMOVE	REMOVE	
Knowledge Test	£25.00	£25.00		£0.00	0.0%	
Re take of Knowledge test	£25.00	£25.00		£0.00	0.0%	
Cost of badge/ replacement badge	£25.00	£25.00		£0.00	0.0%	
Cost of replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Disability Awareness Training	£65.00	£65.00		£0.00	0.0%	
Safeguarding Awareness Training	£15.00	£15.00		£0.00	0.0%	
English Testing	£40.00	£40.00		£0.00	0.0%	
<u>Hackney Carriage VEHICLE Fees and Charges</u>						
Grant of licence	£350.00	£350.00		£0.00	0.0%	Cost recovery calculations reviewed. Hackney Carriage vehicles split from PHV. Vehicle age threshold removed. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
Renewal of existing licence	£225.00	£245.00		£20.00	8.2%	
Replacement licence plate	£65.00	£65.00		£0.00	0.0%	
Replacement bracket	£15.00	£15.00		£0.00	0.0%	
Re inspection/missed appointment fee	£40.00	£40.00		REMOVE	REMOVE	
Change of vehicle only	£65.00	£66.00		£1.00	1.5%	
Transfer of licensee only	£15.00	£15.50		£0.50	3.2%	
Change of vehicle and licensee	£40.00	£41.00		£1.00	2.4%	
<u>Private Hire VEHICLE Fees and Charges</u>						
Grant of new licence	£240.00	£260.00		£20.00	7.7%	Costly recovery calculations reviewed. Hackney Carriage vehicles split from PHV. Vehicle age restriction lifted. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
Renewal of licence	£210.00	£230.00		£20.00	8.7%	
Renewal of licence for vehicle 7 years old or over	£245.00			REMOVE	REMOVE	
Internal Plate Replacement	£10.00	£10.00		£0.00	0.0%	
Plate or bracket replacement	£20.00	£20.00		£0.00	0.0%	
Cost of replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Change of vehicle only	£100.00	£102.00		£2.00	2.0%	
Transfer of licensee only	£55.00	£56.00		£1.00	1.8%	
Change of vehicle and licensee	£125.00	£127.00		£2.00	1.6%	
<u>Private Hire OPERATOR Fees and Charges</u>						
Operator's Licence (one vehicle only) - 1 year		£140.00		£140.00	100.0%	New licence
Operator's Licence (one vehicle only) – 5 year	£85.00	£130.00		£45.00	34.6%	Increased due extended validity period (from 3 years) and to reflect review of cost recovery rates. Plus £20 per additional vehicle (above 1)

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
For each additional vehicle	£20.00	£20.00		£0.00	0.0%	
Missed appointment fee	£25.00			REMOVE	REMOVE	
Mobile Home Sites Fees						
New Application						
1 to 10 pitches	£290.00	£295.00		£5.00	1.7%	
11 to 30 pitches	£420.00	£430.00		£10.00	2.3%	
31 to 99 pitches	£550.00	£560.00		£10.00	1.8%	
100 or more pitches	£680.00	£695.00		£15.00	2.2%	
Annual Fee						
1 to 10 pitches	£225.00	£230.00		£5.00	2.2%	
11 to 30 pitches	£290.00	£295.00		£5.00	1.7%	
31 to 99 pitches	£350.00	£360.00		£10.00	2.8%	
100 or more pitches	£420.00	£430.00		£10.00	2.3%	
Transfer/amendment	£160.00	£163.00		£3.00	1.8%	
Replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Lodging rules	£55.00	£56.00		£1.00	1.8%	

Land Charges

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Full Search Fee (LLC1 & CON29R)	£128.00	£140.00		£12.00	9.38%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
Additional parcel CON29	£18.00	£18.00		£0.00	0	
Additional parcel LLC1	£2.00	£2.00		£0.00	0	
Additional parcel Q22	£1.00	£1.00		£0.00	0	
LLC1 Only (Register search)	£30.00	£40.00		£10.00	33.33%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
CON 29R only (no LLC1)	£98.00	£100.00		£2.00	2.04%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
CON29O (Optional enquiries Question 4-21)	£10.00	£10.00		£0.00	0	
CON29O Question 22	£31.50	£31.50		£0.00	0	
PART 3 Own worded enquiries	£20.00	£20.00		£0.00	0	

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
MEMBERSHIP DIRECT DEBITS					
Single DD - FIXED	£39.00	£39.00	£39.00	0.00%	£0.00
Single DD - FLEXI	£44.00	£44.00	£44.00	0.00%	£0.00
Expressions Family	£83.00	£83.00	No Longer Applicable		
Family DD (2 adults + 2 children) - FIXED	0.00%	£80.00	£80.00	0.00%	£0.00
Family DD (2 adults + 2 children) - FLEXI	£0.00	£85.00	£85.00	0.00%	£0.00
Family with up 5 children	£93.00	£93.00	No Longer Applicable		
Family DD (2 adults + 5 children) - FIXED	£0.00	£90.00	£90.00	0.00%	£0.00
Family DD (2 adults + 5 children) - FLEXI	£0.00	£95.00	£95.00	0.00%	£0.00
One Parent (1 adult + 2 children)	£0.00	£54.00	No Longer Applicable		
Single Parent (1 adult + 2 children) - FIXED	£0.00	£50.00	£50.00	0.00%	£0.00
Single Parent (1 adult + 2 children) - FLEXI	£0.00	£55.00	£55.00	0.00%	£0.00
One Parent (5 children)	£10.00	£64.00	No Longer Applicable		
Single Parent (1 adult + 5 children) - FIXED	£0.00	£60.00	£60.00	0.00%	£0.00
Single Parent (1 adult + 5 children) - FLEXI	£0.00	£65.00	£65.00	0.00%	£0.00
Corporate (single) FIXED	£37.00	£37.00	£37.00	0.00%	£0.00
Corporate (single) FLEXI	£39.00	£39.00	£39.00	0.00%	£0.00
Swim 23	£23.00	£23.00	£23.00	0.00%	£0.00
Swim 15	£0.00	£15.00	£15.00	0.00%	£0.00
Expressions Concession	£37.00	£37.00	£37.00	0.00%	£0.00
Junior	£22.00	£22.00	£22.00	0.00%	£0.00
Student	£0.00	£25.00	£25.00	0.00%	£0.00
Aqua Swim, Sauna, Steam	£34.00	£34.00	£34.00	0.00%	£0.00
1 - month offer	£54.00	£54.00	£55.00	1.85%	£1.00
Annuals	£475.00	£421.00	£421.20	0.05%	£0.20
FITNESS SUITE					
Casual Peak	£9.30	£9.40	£9.60	2.13%	£0.20
Senior Peak	£3.75	£3.85	£3.95	2.60%	£0.10
Casual Off-Peak	£7.80	£7.90	£7.95	0.63%	£0.05

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Senior Off-Peak	£3.35	£3.45	£3.60	4.35%	£0.15
Induction (for PAYG)	£18.00	£18.50	£19.00	2.70%	£0.50
Refresher Induction	£9.00	£9.25	£9.50	2.70%	£0.25
Junior Peak	£3.75	£3.85	£3.95	2.60%	£0.10
Junior Induction	£4.00	£4.20	£4.50	7.14%	£0.30
Adult Link Card Peak	£4.65	£4.70	£4.80	2.13%	£0.10
Senior Link Card Peak	£1.90	£1.95	£1.98	1.28%	£0.03
Adult Link Card Off-Peak	£3.90	£3.95	£4.00	1.27%	£0.05
Senior Link Card Off-Peak	£1.65	£1.70	£1.80	5.88%	£0.10
Link Card Induction	£9.00	£9.25	£9.50	2.70%	£0.25
GP Referral Session	£3.85	£3.95	£4.05	2.53%	£0.10
MotorMed Session	£2.50	£2.50	£2.50	0.00%	£0.00
Fitness Test - non members	£15.00	£15.00	£15.00	0.00%	£0.00
Replacement Membership Card	£3.00	£3.10	£3.20	3.23%	£0.10
HEALTH SUITE					
Sauna / Steam / Spa* (* = Swim at KGLC)	£7.50	£7.70	£7.90	2.60%	£0.20
Sauna / Steam / Spa / Swim	£11.30	£11.50	£11.75	2.17%	£0.25
Senior Health Suite	£4.05	£4.00	£4.05	1.25%	£0.05
Link Card Sauna / Steam	£3.75	£3.85	£3.95	2.60%	£0.10
FITNESS CLASSES					
All Classes (incl AquaFit)	£6.20	£6.30	£6.50	3.17%	£0.20
Body conditioning (1.5 hours)	£8.20	£8.30	£8.40	1.20%	£0.10
Studio Cycling (Peak)	£9.40	£9.50	£9.60	1.05%	£0.10
Studio Cycling (Off-Peak)	£8.00	£8.10	£8.20	1.23%	£0.10
Yoga	£6.30	£6.40	£6.50	1.56%	£0.10
Yoga (1.5 hours)	£8.20	£8.30	£8.40	1.20%	£0.10
Junior and Senior - specific classes	£3.75	£3.85	£3.95	2.60%	£0.10
Senior Classes - Bicester	£3.30	£3.40	£3.50	2.83%	£0.10
Yoga (1.5 hours)	£8.00	£8.20	£8.40	2.44%	£0.20

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Link Card Classes	£3.10	£3.15	£3.25	3.17%	£0.10
Link Card Classes - Senior / Junior	£1.90	£1.95	£1.98	1.28%	£0.03
SWIMMING SESSIONS					
Adult	£4.00	£4.10	£4.20	2.44%	£0.10
Junior	£2.60	£2.70	£2.75	1.85%	£0.05
Seniors	£2.60	£2.70	£2.75	1.85%	£0.05
Under 3's	£0.00	£0.00	£0.00	0.00%	£0.00
Block of 10 swims - Adult	£36.00	£36.90	£37.80	2.44%	£0.90
Block of 10 swims - Juniors	£23.40	£24.30	£24.75	1.85%	£0.45
Block of 10 swims - Seniors	£23.40	£24.30	£24.75	1.85%	£0.45
Family Swim ticket	£12.70	£13.00	£13.40	3.08%	£0.40
Adult Link Card Swim	£2.00	£2.05	£2.10	2.44%	£0.05
Junior Link Card Swim	£1.30	£1.35	£1.40	3.70%	£0.05
Senior Link Card Swim	£1.30	£1.35	£1.40	3.70%	£0.05
Teachers	£3.00	£3.05	No Longer Applicable		
GP Referral Swim (see GP Ref section)	£3.85	£3.95	£4.05	2.53%	£0.10
Wet & Wacky - junior	£3.10	£3.15	£3.25	3.17%	£0.10
Wet & Wacky - adult	£4.10	£4.20	£4.30	2.38%	£0.10
Wet & Wacky - senior	£2.85	£2.95	£3.00	1.69%	£0.05
Aquatic Youth	£2.50	£2.55	No Longer Applicable		
AquaFit	£6.20	£6.30	£6.50	3.17%	£0.20
Scouts and Brownies	£1.75	£1.80	£1.85	2.50%	£0.05
AquaFit - senior	£3.75	£3.85	£4.00	3.90%	£0.15
Swim Fit - Adult	£5.10	£5.20	£5.35	2.88%	£0.15
Swim Fit - Senior	£3.20	£3.30	£3.45	4.55%	£0.15

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
SWIMMING LESSONS					
Stage 1 - 7, parent & toddler 50 weeks as 3x17 weeks	£5.80	£5.90	£6.00	1.69%	£0.10
Stage 1 - 7, parent & toddler - Direct Debit	£23.20	£23.60	£24.00	1.69%	£0.40
1 hour classes (rookie, survival, adults)	£8.15	£8.40	£8.50	1.19%	£0.10
1 hour classes (rookie, survival, adults) - Direct Debit	£32.50	£33.60	£34.00	1.19%	£0.40
40 minute intensive lesson	£8.75	£9.00	£9.10	1.11%	£0.10
Ducklings 10 wk course / 30 min lesson	£5.40	£5.55	£5.75	3.60%	£0.20
Stage 1 - 3 (with assistants) 10 week course / 30 min lesson	£5.70	£5.85	£6.05	3.42%	£0.20
Stage 1 - 3 (with assistants) - Direct Debit - 30 min lesson	£22.80	£23.40	£24.20	3.42%	£0.80
Stage 4 - 7 10 wk course / 30 min lesson	£5.45	£5.60	£5.75	2.68%	£0.15
Stage 4 - 7 10 wk course - Direct Debit	£21.80	£22.40	£23.00	2.68%	£0.60
Stage 8 - 10 & Adult 10 wk course - 55mins / 1 hr	£8.60	£8.65	£8.70	0.58%	£0.05
Stage 8 - 10 & Adult - Direct Debit	£34.40	£34.60	£34.80	0.58%	£0.20
CHILDREN's lessons 10 weeks course / 30 min lesson	£5.25	£5.45	£5.60	2.75%	£0.15
CHILDREN's lessons Direct Debit - 30 min lesson - no assistant	£21.00	£21.80	£22.40	2.75%	£0.60
CHILDREN's lessons Direct Debit - 30 min lesson - with assistant	£23.00	£23.40	£24.30	3.85%	£0.90
ADULT lessons 10 wk course / 60 min	£8.15	£8.40	£8.50	1.19%	£0.10
ADULT lessons Direct Debit - 60 min	£32.60	£33.60	£34.00	1.19%	£0.40
BIRTHDAY PARTIES					
Sports Hall Party	£105.00	£110.00	£110.00	0.00%	£0.00
Sports Hall / MegaBounce Party	£100.00	£105.00	£110.00	4.76%	£5.00
Super Striker / Football (Indoors)	£75.00	£77.00	£80.00	3.90%	£3.00
Super Striker / Football (Outdoors)	£55.00	£56.00	£57.50	2.68%	£1.50
Swimming Pool Party (Main Pool) - rafts and inflatables	£115.00	£117.50	£120.00	2.13%	£2.50
Swimming Pool Party (PnT Pool) - Paddle & Play	£105.00	£107.50	£110.00	2.33%	£2.50
Swimming Pool - wet & wacky	£135.00	£135.00	£140.00	3.70%	£5.00

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Swimming Pool Party - rafts and inflatables	£115.00	£117.50	£120.00	2.13%	£2.50
Jump & Jiggle Soft Play Party	£80.00	£82.50	£85.00	3.03%	£2.50
Sports Party (indoors or outdoors)	£80.00	£82.50	£85.00	3.03%	£2.50
Mega Bounce & Tots Bounce Party	£120.00	£122.50	£125.00	2.04%	£2.50
POOL HIRE - also see Birthday Parties					
Main Pool	£90.00	£92.00	£95.00	3.26%	£3.00
Main Pool Gala	£120.00	£122.50	£126.50	3.27%	£4.00
Trainer Pool	£65.00	£67.00	£69.00	2.99%	£2.00
Trainer Pool Gala	£90.00	£92.50	£95.00	2.70%	£2.50
Play & Teach Pool	£76.50	£78.00	£80.00	2.56%	£2.00
School Hire (per lesson / teacher)	£16.70	£17.20	£17.50	1.74%	£0.30
Swim Club - Weekday mornings per 55mins	£37.50	£38.70	£40.00	3.36%	£1.30
Swim Club - evenings per 55mins	£60.00	£61.90	£63.90	3.23%	£2.00
SPORTS HALL HIRE (per hour)					
Badminton Court Peak	£11.30	£11.35	£11.60	2.20%	£0.25
Badminton Court Peak - Block Booking	£12.45	£12.50	£12.75	2.00%	£0.25
Badminton Court Off-Peak	£9.05	£9.10	£9.30	2.20%	£0.20
Badminton Court Off Peak - Block Booking	£10.00	£10.00	£10.25	2.50%	£0.25
Junior Peak	£5.65	£5.70	£5.80	1.75%	£0.10
Junior Off-Peak	£4.55	£4.55	£4.65	2.20%	£0.10
Adult vs Junior Peak	£8.65	£8.65	£8.70	0.58%	£0.05
Adult vs Junior Off-Peak	£6.80	£6.85	£7.00	2.19%	£0.15
Hall Hire Peak (5-a-side)	£50.00	£51.50	£53.25	3.40%	£1.75
Hall Hire Peak (5-a-side) - Block Booking	£55.00	£56.65	£58.60	3.44%	£1.95
Hall Hire Off-Peak (5-a-side)	£40.00	£41.20	£42.60	3.40%	£1.40
Hall Hire Off-Peak (5-a-side) - Block Booking	£44.00	£45.30	£46.85	3.42%	£1.55
SQUASH COURTS HIRE (per 40 mins)					
Squash Court Hire Peak	£8.50	£8.60	£8.60	0.00%	£0.00
Squash Court Hire Peak - Block Booking	£9.35	£9.45	£9.46	0.11%	£0.01

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Squash Court Hire Off-Peak	£7.30	£7.30	£7.30	0.00%	£0.00
Squash Court Hire Off Peak - Block Booking	£8.05	£8.05	£8.05	0.00%	£0.00
Junior Peak	£4.25	£4.30	£4.30	0.00%	£0.00
Junior Off-Peak	£3.65	£3.65	£3.65	0.00%	£0.00
Adult vs Junior Peak	£6.40	£6.45	£6.45	0.00%	£0.00
Adult vs Junior Off-Peak	£5.50	£5.50	£5.50	0.00%	£0.00
TABLE TENNIS HIRE (per hour)					
Adult Hire	£6.50	£6.60	£6.80	3.03%	£0.20
Junior Hire	£3.25	£3.30	£3.40	3.03%	£0.10
Adult vs Junior	£4.90	£4.95	£5.10	3.03%	£0.15
ALL WEATHER PITCHES - BLC and KGLC					
Adult Football	£40.00	£41.00	£42.00	2.44%	£1.00
Adult Football - Block Booking	£42.00	£43.30	£45.00	3.93%	£1.70
Junior Football (up to 7.15pm)	£30.00	£30.90	£32.00	3.56%	£1.10
Junior Football (up to 7.15pm) - Block booking	£33.00	£34.00	£35.20	3.53%	£1.20
Junior individual PAYG	£2.70	£2.80	£3.00	7.14%	£0.20
Whole Pitch	£73.50	£75.80	£78.50	3.56%	£2.70
2/3rds Pitch	£53.50	£55.15	£57.10	3.54%	£1.95
1/3rd Pitch	£33.50	£34.55	£35.75	3.47%	£1.20
Tennis	£6.50	£6.50	£6.50	0.00%	£0.00
EQUIPMENT HIRE					
Racquets - badminton, tennis, & table tennis bats	£2.00	£2.00	£2.00	0.00%	£0.00
Bibs	£2.00	£2.00	£2.00	0.00%	£0.00
Deposit (refundable)	£5.00	£5.00	£5.00	0.00%	£0.00
Breakages (take from deposit)	£5.00	£5.00	£5.00	0.00%	£0.00
Football hire	£2.00	£2.00	£2.00	0.00%	£0.00
Football deposit	£10.00	£10.00	£10.00	0.00%	£0.00
CRECHE					
Creche - 1 hour	£3.00	£3.00	£3.10	3.33%	£0.10

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
15 minutes	£1.00	£1.00	£1.00	0.00%	£0.00
Creche - 1 hour, 15 mins	£3.85	£3.90	£4.00	2.56%	£0.10
Creche - 1 hour, 30 mins	£4.65	£4.70	£4.85	3.19%	£0.15
Creche Drop & Shop 2 hours	£7.40	£7.50	£7.50	0.00%	£0.00
Creche Drop & Shop 3 hours	£10.65	£10.75	£10.75	0.00%	£0.00
JUNIOR ACTIVITIES					
Sway Dance	£3.75	£4.00	£4.15	3.75%	£0.15
Parent & Toddler Sessions	£5.90	£6.10	£6.00	-1.64%	-£0.10
Adults & Juniors (1 hour)	£8.20	£8.45	£8.70	2.96%	£0.25
Spice Up Saturday	£5.00	£5.15	£5.30	2.91%	£0.15
Baby Bounce	£3.30	£3.40	£3.50	2.83%	£0.10
Baby Bounce - additional sibling	£2.30	£2.40	£2.50	4.17%	£0.10
Strikers / Dribblers	£4.85	£5.00	£5.10	1.95%	£0.10
Mini Dribblers	£3.90	£4.00	£4.10	2.50%	£0.10
Soft Play	£1.50	£1.55	£1.60	3.42%	£0.05
Gymnastics and Trampolining (terms 12-14 weeks)	£6.40	£6.60	£6.80	3.02%	£0.20
Trampolining (30 minute class)	£3.50	£3.60	£3.70	2.78%	£0.10
Tots Bounce	£2.50	£2.55	£2.60	1.96%	£0.05
Tots Bounce - Family Member 50% off	£1.25	£1.30	£1.30	0.00%	£0.00
Mega Bounce	£3.00	£3.05	£3.15	3.28%	£0.10
Jump & Jiggle Area	£1.50	£1.50	£1.55	3.33%	£0.05
ROOM HIRE					
Activity Hall - Peak	£45.00	£46.00	£47.00	2.17%	£1.00
Exercise Studio	£20.00	£20.50	£21.00	2.44%	£0.50
Treatment Room	£20.00	£0.00	No Longer Applicable	0.00%	£0.00
Activity Hall - Peak	£46.00	£46.00	£47.00	2.17%	£1.00
Functional Training Room - whole room	£75.00	£75.00	No Longer Applicable	0.00%	£0.00
Studio 1	£60.00	£61.50	£63.00	2.44%	£1.50
Studio 2	£40.00	£41.25	£42.50	3.03%	£1.25

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Meeting Room - 1 hour	£18.00	£18.00	£18.00	0.00%	£0.00
Meeting Room - half day	£60.00	£60.00	£60.00	0.00%	£0.00
Meeting Room - full day	£100.00	£100.00	£100.00	0.00%	£0.00
Body Therapy Clinic	£38.00	£39.00	£41.00	5.13%	£2.00
BOWLING					
Adult 1 game	£4.50	£4.65	£4.80	3.16%	£0.15
Adult 2 game	£7.65	£7.90	£8.15	3.13%	£0.25
Adult 3 game	£10.80	£11.15	£11.50	3.18%	£0.35
child/ concessions 1 games	£3.75	£3.90	£4.00	2.56%	£0.10
child/ concessions 2 games	£6.40	£6.60	£6.80	3.02%	£0.20
child/ concessions 3 games	£9.00	£9.35	£9.60	2.66%	£0.25
Members 1 Game	£3.15	£3.25	£3.30	1.57%	£0.05
Members 2 Game	£5.35	£5.50	£5.60	1.83%	£0.10
Members 3 Game	£7.55	£7.80	£7.90	1.29%	£0.10
Family Ticket	£10.75	£12.00	£12.30	2.50%	£0.30
Family Ticket 2 Games	£19.50	£20.00	£20.75	3.76%	£0.75
Family Ticket 3 Games	£26.00	£27.00	£28.50	5.56%	£1.50
Link Card (any time)	£2.25	£2.25	£2.40	6.52%	£0.15
Birthday Parties	£8.00	£8.25	£8.30	0.59%	£0.05
Additional Child	£2.35	£2.50	£2.75	10.00%	£0.25
Group 1 Booking	£9.00	£9.28	No Longer Applicable	0.00%	£0.00
Group 2 Booking	£10.00	£10.31	No Longer Applicable	0.00%	£0.00
Option 1A Booking (Sun - Thurs)	£0.00	£0.00	£7.00		£7.00
Option 1B Booking (Fri - Sat)	£0.00	£0.00	£9.00		£9.00
Option 2A Booking (Sun - Thurs)	£0.00	£0.00	£10.00		£10.00
Option 2B Booking (Fri - Sat)	£0.00	£0.00	£12.00		£12.00
Late night Special	£6.00	£6.50	£6.75	3.78%	£0.25
Late night special 2 games	£8.00	£8.50	£9.00	5.88%	£0.50
Late night special 3 games	£11.00	£11.00	£12.00	9.09%	£1.00

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
CAMP ADVENTURE					
Half Day (am) 8.30-12.30 Half Day (pm) 2.00-6.00	£11.80	£12.10	£12.40	2.48%	£0.30
Half Day Family membership price @ 50% off	£5.90	£6.05	£6.20	2.48%	£0.15
Lunch 12.30-2.30	£6.00	£6.20	£6.30	1.61%	£0.10
Lunch 12.30-2.30 Family membership price @ 50% off	£3.00	£3.10	£3.15	1.61%	£0.05
Full Day 8.30-6.00	£25.50	£26.30	£27.00	2.66%	£0.70
Full Day 8.30-6.00 Family membership price @ 50% off	£12.75	£13.15	£13.50	2.66%	£0.35
<i>Full Week Half Day (am) 8.30-12.30</i> <i>Full Week Half Day (pm) 2.30-6.00</i>	£49.00	£50.50	£52.00	2.97%	£1.50
Full Week Half Day Family membership price @ 50% off	£24.50	£25.25	£25.60	1.39%	£0.35
<i>Full Week Lunch 12.30-2.30</i>	£20.00	£21.00	£21.50	2.38%	£0.50
Full Week Lunch 12.30-2.30 Family membership price @ 50% off	£10.00	£10.50	£10.60	0.95%	£0.10
<i>Full Week Full Day 8.30-6.00</i>	£117.50	£121.50	£125.00	2.88%	£3.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£58.75	£60.75	£62.50	2.88%	£1.75
Half Day (am) 10-4 or 9-3	£17.00	£17.53	£18.00	2.66%	£0.47
Family - 50% off	£8.50	£8.77	£9.00	2.66%	£0.23
Half day 8.45-3.15	£17.50	£18.05	£18.50	2.50%	£0.45
Family - 50% off	£8.75	£9.02	£9.25	2.50%	£0.23
Full Day 8.30-6.00	£26.00	£26.50	£27.00	1.89%	£0.50
Full Day 8.30-6.00 Family membership price @ 50% off	£13.00	£13.25	£13.50	1.89%	£0.25
<i>Full Week Half Day (am) 10-4 or 9-3</i>	£75.00	£77.67	£80.00	3.00%	£2.33
Family - 50% off	£37.50	£38.83	£40.00	3.00%	£1.17
<i>Half day 8.45-3.15</i>	£77.50	£80.25	£82.50	2.81%	£2.25
Family - 50% off	£38.75	£40.12	£41.25	2.81%	£1.13
<i>Full Week Full Day 8.30-6.00</i>	£120.00	£122.50	£125.00	2.04%	£2.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£60.00	£61.25	£62.50	2.04%	£1.25
Half Day 10-4 or 9-3	£17.25	£17.80	£18.00	1.12%	£0.20
Half Day - Family members - 50% off	£8.65	£8.90	£9.00	1.12%	£0.10
<i>Half Day - Full Week</i>	£76.25	£78.60	£80.00	1.78%	£1.40
<i>Half Day - Full Week - Family - 50% off</i>	£38.15	£39.30	£40.00	1.78%	£0.70

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Full Day 8.30-6.00	£27.00	£27.85	£28.00	0.55%	£0.15
Full Day - Family membership price @ 50% off	£13.50	£13.90	£14.00	0.72%	£0.10
<i>Full Week - Full Day</i>	£125.00	£128.95	£130.00	0.81%	£1.05
Full Week - Full Day Family membership price @ 50% off	£62.50	£64.45	£65.00	0.85%	£0.55
OVER 50's					
Evergreens (Monday)	£2.80	£2.90	£3.00	3.45%	£0.10
Evergreens (Tuesday)	£3.00	£3.10	£3.20	3.23%	£0.10
Evergreens (Wednesday)	£3.60	£3.70	£3.80	2.70%	£0.10
YAH - single activity	£3.40	£3.50	No Longer Applicable		
OTHER					
Parish Card (12 months)	£48.00	£49.50	£51.25	3.54%	£1.75
Shower	£4.00	£4.10	£4.20	2.44%	£0.10
Spectator - Adult	£1.00	£1.00	£1.00	0.00%	£0.00
Spectator - Junior / Senior	£1.00	£1.00	£1.00	0.00%	£0.00
Mixed Leisure	£4.10	£4.20	£4.30	2.38%	£0.10
Adult Badminton Course	£40.00	£41.20	£42.50	3.16%	£1.30
No Strings	£3.50	£3.60	£3.70	2.78%	£0.10
CHANGE GEAR BIKEABILITY L1	£10.00	£10.25	£10.25	0.00%	£0.00
CHANGE GEAR BIKEABILITY L2	£30.00	£30.50	£30.50	0.00%	£0.00
CHANGE GEAR BIKEABILITY L1+L2	£35.00	£36.00	£36.00	0.00%	£0.00
CHANGE GEAR BALANCEABILITY	£4.50	£4.60	£4.50	-2.17%	-£0.10

STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
STRATFIELD BRAKE					
Cricket Pitch Hire (per match)	£92.00	£92.00	£95.00	3.26%	£3.00
Cricket Nets Hire (per hour)	£15.00	£15.00	£15.00	0.00%	£0.00
Rugby Pitch Hire - Adult Matches (per match)	£67.00	£67.00	£68.00	1.49%	£1.00
Rugby Pitch Hire - Adult Training (per hour)	£45.00	£45.00	£45.00	0.00%	£0.00
Rugby Pitch Hire - Junior Matches (per match)	£36.00	£36.00	£37.00	2.78%	£1.00
Rugby Pitch Hire - Junior Training (per hour)	£24.00	£24.00	£24.00	0.00%	£0.00
Rugby Pitch Hire - Mini Matches (per match)	£15.50	£15.50	£16.00	3.23%	£0.50
Rugby Pitch Hire - Mini Training (per hour)	£9.85	£9.85	£10.00	1.52%	£0.15
Football Pitch Hire - Adult Matches (per match)	£67.00	£67.00	£68.00	1.49%	£1.00
Football Pitch Hire - Adult Training (per hour)	£45.00	£45.00	£45.00	0.00%	£0.00
Football Pitch Hire - Junior Matches (per match)	£36.00	£36.00	£37.00	2.78%	£1.00
Football Pitch Hire - Junior Training (per hour)	£24.00	£24.00	£24.00	0.00%	£0.00
Football Pitch Hire - Mini Matches (per match)	£15.50	£15.50	£16.00	3.23%	£0.50
Football Pitch Hire - Mini Training (per hour)	£9.85	£9.85	£10.00	1.52%	£0.15
Function Room Hire - per hour	£25.00	£25.00	£30.00	20.00%	£5.00
Running Club Showers	£1.20	£1.20	£1.50	25.00%	£0.30
Changing Room Hire (per hour)	£9.00	£9.00	£9.50	5.56%	£0.50
Projector & Screen	£0.00	£0.00	£20.00		£20.00
Refreshments	£0.00	£0.00	£20.00		£20.00
Kitchen Hire - hour	£0.00	£0.00	£20.00		£20.00
WHITELANDS FARM					
3G Pitch - Adult - Full Pitch - per hour	£81.00	£81.00	£83.50	3.09%	£2.50
3G Pitch - Junior - Full Pitch - per hour	£45.00	£45.00	£46.50	3.33%	£1.50
3G Pitch - Adult - Half Pitch - per hour	£50.00	£50.00	£51.75	3.50%	£1.75
3G Pitch - Junior - Half Pitch - per hour	£30.00	£30.00	£31.00	3.33%	£1.00
3G Pitch - Adult - Quarter Pitch - per hour	£30.00	£30.00	£31.00	3.33%	£1.00
3G Pitch - Junior - Quarter Pitch - per hour	£20.00	£20.00	£20.60	3.00%	£0.60
Grass Pitch - Adult - Rugby - per hour	£45.00	£45.00	£46.00	2.22%	£1.00
Grass Pitch - Junior - Rugby - per hour	£25.00	£25.00	£25.50	2.00%	£0.50

STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Grass Pitch - Adult - Football - per hour	£45.00	£45.00	£46.00	2.22%	£1.00
Grass Pitch - Junior - Football - per hour	£25.00	£25.00	£25.50	2.00%	£0.50
3G Pitch - Adult - Full Pitch - per match	£120.00	£120.00	£124.25	3.54%	£4.25
3G Pitch - 9 v 9 - per match	£0.00	new	£90.00	0.00%	£0.00
3G Pitch - Junior - Full Pitch - per match	£67.00	£67.00	£69.25	3.36%	£2.25
Grass Pitch - Adult - Rugby - per match	£65.00	£65.00	£67.00	3.08%	£2.00
Grass Pitch - Junior - Rugby - per match	£35.00	£35.00	£36.00	2.86%	£1.00
Grass Pitch - Mini - Rugby - per match	£15.00	£15.00	£15.50	3.33%	£0.50
Grass Pitch - Adult - Football - per match	£45.00	£45.00	£46.00	2.22%	£1.00
Grass Pitch - Junior - Football - per match	£35.00	£35.00	£36.00	2.86%	£1.00
Grass Pitch - Mini - Football - per match	£15.00	£15.00	£15.50	3.33%	£0.50
Cricket Pitch - per match	£90.00	£90.00	£95.00	5.56%	£5.00
Function Room - per meeting / per hour - one off	£25.00	£25.00	£30.00	20.00%	£5.00
Function Room - regular bookings	£0.00	new:	£25.00	0.00%	£0.00
Function Room - per event / per hour	£0.00	STN	STN	0.00%	£0.00
Showers	£1.50	£1.50	£1.50	0.00%	£0.00
Tennis - Adult - per hour	£7.00	£7.00	£7.00	0.00%	£0.00
Tennis - Junior- per hour	£4.00	£4.00	£4.00	0.00%	£0.00

WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Bowling*					
Member Rink peak (2 hours)	£3.25	£3.30	£3.35	1.52%	£0.05
Public Play	£2.80	£2.85	£2.90	1.75%	£0.05
Link Play (per hour)	£1.50	£1.55	£1.60	3.23%	£0.05
Learners (2 hours)	£3.60	£3.70	£3.75	1.35%	£0.05
Disabled (per hour)	£1.50	£1.55	£1.60	3.23%	£0.05
Membership Adult	£46.40	£47.45	£48.50	2.21%	£1.05
Membership Junior	£27.40	£28.00	£28.50	1.79%	£0.50
Junior Member peak (2 hours)	£1.70	£1.75	£1.80	2.86%	£0.05
Junior Non Member peak (2 hours)	£3.50	£3.60	£3.65	1.39%	£0.05
Bowls area wedding	£1,665.00	£1,700.00	£1,750.00	2.94%	£50.00
Classes					
Fit 'N'Fifty block of 10	£22.80	£23.20	£24.00	3.45%	£0.80
Fit 'N' Fifty	£2.85	£2.90	£3.00	3.45%	£0.10
Fit 'N' Fifty LINK	£1.45	£1.45	£1.50	3.45%	£0.05
LBT	N/A			0.00%	£0.00
LBT block of 10	N/A			0.00%	£0.00
Room Hire					
Hall Hire – With Bar	N/A			0.00%	£0.00
Hall Hire – Without Bar*	N/A			0.00%	£0.00
Meeting Room*	N/A			0.00%	£0.00
Meeting room 1 hour	£15.00	£15.25	£15.60	2.30%	£0.35
Meeting room half day (4 hours)	£45.00	£45.75	£46.80	2.30%	£1.05
Meeting room full day (8 hours)	£90.00	£91.50	£93.60	2.30%	£2.10
Badminton/Table Tennis					
Badminton	N/A			0.00%	£0.00
Table Tennis	N/A			0.00%	£0.00
Spectator – Dryside only					
Adult	£1.15	£1.15	£1.15	0.00%	£0.00

WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Junior	£0.85	£0.85	£0.85	0.00%	£0.00
Senior Citizen	£0.85	£0.85	£0.85	0.00%	£0.00
Swimming					
Adult session	£4.05	£4.10	£4.20	2.44%	£0.10
Adult All Day	£7.90	£8.00	£8.20	2.50%	£0.20
Junior session	£2.70	£2.75	£2.75	0.00%	£0.00
Junior All Day	£4.85	£5.00	£5.10	2.00%	£0.10
Senior Citizen	£2.70	£2.75	£2.75	0.00%	£0.00
Senior All Day	£4.85	£5.00	£5.10	2.00%	£0.10
Early Bird/Lane swimming	£4.05	£4.10	£4.20	2.44%	£0.10
Adult Lunchtime	£4.05	£4.10	£4.20	2.44%	£0.10
Junior/Senior Lunchtime	£2.70	£2.75	£2.75	0.00%	£0.00
Family Ticket (2 adults, up to 3 children)	£12.75	£12.95	£13.15	1.54%	£0.20
Block of 10 adult	£36.45	£36.90	£37.80	2.44%	£0.90
Block of 10 adult all day	£71.10	£72.00	£73.80	2.50%	£1.80
Block of 10 Junior/senior	£24.30	£24.75	£24.75	0.00%	£0.00
Block of 10 junior/senior all day	£43.65	£45.00	£45.90	2.00%	£0.90
Pool Hire (per hour)					
Main Pool	£126.00	£128.50	£132.00	2.72%	£3.50
	To be agreed on application based on club numbers and lifeguarding costs				
Club Hire	£43.50	£44.45	£45.60	2.59%	£1.15
Aquazone	N/A	N/A	N/A		
Gala	£158.00	£161.00	£165.00	2.48%	£4.00
Party hire	£160.00	£162.00	£165.00	1.85%	£3.00
	To be agreed on application based on party numbers and lifeguarding costs				
FITNESS / GYM					
Expressions DD	£30.00	£30.50			
Single DD - FIXED		£25.00	£25.50	2.00%	£0.50
Single DD - FLEXI		£30.00	£30.50	1.67%	£0.50

WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Expressions Corporate DD	£27.00	£27.45			
Corporate (single) FIXED		£23.00	£23.00	0.00%	£0.00
Corporate (single) FLEXI		£27.00	£27.50	1.85%	£0.50
Gym casual admission	£6.25	£6.40	£6.50	1.56%	£0.10
Shower (winter)	£2.00	£2.00	£2.00	0.00%	£0.00
Gym Induction	£11.25	£11.50	£12.00	4.34%	£0.50
Junior Gym Session		£3.65	£3.70	1.37%	£0.05
Studio 1 hire per hour	£30.00	£30.65	£31.40	2.45%	£0.75
Studio 2 hire per hour	£48.00	£49.05	£50.25	2.45%	£1.20
Seniors Classes	£3.00	£3.05	£3.10	1.64%	£0.05
Group Cycling	£6.75	£6.90	£7.00	1.44%	£0.10
Fitness Classes (incl Zumba)	£5.70	£5.85	£6.00	2.56%	£0.15
Sway Dance - Street Class	£3.95	£4.00	£4.00	0.00%	£0.00
Sway Dance - Ballet	£3.10	£3.20	£3.20	0.00%	£0.00

Cherwell District Council

Treasury Management Strategy Statement 2019/20

1 Introduction

- 1.1 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.
- 1.2 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.
- 1.3 Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

2 External Context (provided by Arlingclose - December 2018)

Economic background

- 2.1 The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2019/20.
- 2.2 UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.
- 2.3 The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.
- 2.4 Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
- 2.5 While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

Credit outlook

- 2.6 The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ring-fenced counterparts.
- 2.7 The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.
- 2.8 European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

Interest rate forecast

- 2.9 Following the increase in Bank Rate to 0.75% in August 2018, Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.
- 2.10 The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (*at the time of writing this commentary in mid-December*). As such, the risks to the interest rate forecast are considered firmly to the downside.
- 2.11 Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.
- 2.12 The economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that investments will be made at an average rate of 1.03%, and that loans will be borrowed at an average rate of 1.78%.

3 Local Context

- 3.1 On 31st December 2018, the council held £89.5m of borrowing and £15.7m of investments. This is set out in further detail below:

	31.12.18 Actual Portfolio £m	31.12.18 Average Rate %
External borrowing:		
Public Works Loan Board	41.0	2.05%
Local authorities	48.5	1.02%
Total gross external debt	89.5	1.49%
Treasury investments:		
Banks & building societies (unsecured)	2.0	0.65%
UK Government	7.6	0.50%
Money Market Funds	6.1	0.72%
Total treasury investments	15.7	0.61%
Net debt	73.8	1.68%

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

Table 1: Balance sheet summary and forecast

	31.3.18 Actual £m	31.3.19 Estimate £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m
General Fund CFR	137.5	176.8	223.6	246.4	243.2
Less: External borrowing **	(111.5)	(96.0)	(68.0)	(41.0)	(41.0)
Internal/(over) borrowing	26.0	80.8	155.6	205.4	202.2
Less: Usable reserves	(17.1)	(17.1)	(17.1)	(17.1)	(17.1)
Less: Working capital	(28.0)	(28.0)	(28.0)	(28.0)	(28.0)
Investments/(New borrowing required)	19.1	(35.7)	(110.5)	(160.3)	(157.1)

** shows only loans to which the council is currently committed

- 3.2 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.
- 3.3 The council has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to a total of £201m over the forecast period.

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 2019/20.

4 Borrowing Strategy

- 4.1 The council currently (31/12/2018) holds £89.5 million of loans, a decrease of £22 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 £178

million in 2019/20. The council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £225 million.

Objectives

- 4.2 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. The flexibility to renegotiate loans should the council's long-term plans change is a secondary objective.

Strategy

- 4.3 Given the significant cuts to public expenditure and in particular to local government funding, the council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 4.4 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. 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 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 4.5 Alternatively, the council may arrange forward starting loans during 2019/20, 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

- 4.6 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 public and private 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

- 4.7 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

- 4.8 The council has previously raised around 40% of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, which may be available at more favourable rates.

Municipal Bonds Agency

- 4.9 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full council.

LOBOs

- 4.10 The council does not hold any LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the council has the option to either accept the new rate or to repay the loan at no additional cost.

Short-term and variable rate loans

- 4.11 These loans leave the council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

Debt rescheduling

- 4.12 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

5 Investment Strategy

- 5.1 The council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months (January - December 2018), the council's investment balance has ranged between £5 million and £70 million. Levels in the forthcoming year are expected to be general lower, ranging from £10m and £25m, but may vary for short periods to due to cashflow needs and borrowing opportunities.

Objectives

- 5.2 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

- 5.3 If the UK enters into a recession in 2019/20, there is a small 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, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy

- 5.4 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.

Business models

- 5.5 Under the new IFRS 9 standard, the accounting for certain investments depends on the council's "business model" for managing them. The council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties

- 5.6 The council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: 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 and real estate investment trusts		£5m per fund or trust			

This table must be read in conjunction with the notes below

Credit rating

- 5.7 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

- 5.8 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

- 5.9 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

- 5.10 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

- 5.11 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

- 5.12 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

- 5.13 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.
- 5.14 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.

Real estate investment trusts

- 5.15 Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Operational bank accounts

- 5.16 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

- 5.17 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.
- 5.18 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

- 5.19 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.
- 5.20 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

- 5.21 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 4: 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

- 5.22 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.

6 Treasury Management Indicators

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

Interest rate exposures

- 6.2 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 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	£160,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£160,000

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

- 6.3 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%

- 6.4 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

- 6.5 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	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£10m	£5m	£5m

7 Related Matters

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

Financial Derivatives

- 7.1 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).
- 7.2 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.

- 7.3 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.

Markets in Financial Instruments Directive (MiFID II)

- 7.4 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 and Governance believes this to be the most appropriate status.

8 Financial Implications

- 8.1 The budget for investment income in 2019/20 is £0.15 million, based on an average investment portfolio of £15 million at an average interest rate of 1.03%.

The budget for debt interest paid in 2019/20 is £2.764 million, based on an average debt portfolio of £155 million at an average interest rate of 1.78%.

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

9 Other Options Considered

- 9.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Executive Director of Finance and Governance, having consulted the Lead Member for Financial Management & Governance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast - December 2018

Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

Appendix 6

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.13
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
3-mth money market rate														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35	1.27
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
1-yr money market rate														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35	1.40
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
5-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.33
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
10-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70	1.70	1.70	1.70	1.70	1.70	1.70
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
20-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	2.00	2.10	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.18
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
50-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.90	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.99
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

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

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

Cherwell District Council

Investment Strategy 2019/20

1 Introduction

1.1 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).

1.2 This investment strategy is a new report 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.

2 Treasury Management Investments

2.1 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 2019/20 financial year.

Contribution

2.2 The contribution that these investments make to the objectives of the council is to support effective treasury management activities.

Further details

2.3 Full details of the council's policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy.

3 Service Investments: Loans

Contribution

3.1 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 – Graven Hill Village Holding Company Ltd and Crown House Banbury Ltd. Graven Hill is an ambitious self-build housing development providing significant housing in Bicester. Crown House is redeveloping a derelict building in the centre of Banbury which will provide significant rental opportunities in the town centre while removing an eye-sore.

Security

3.2 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	31.3.2018 actual			2019/20
	Balance	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	37.827	0	37.827	51.0
Local Council	0.725	0	0.725	1.0
Local charities	0.05	0	0.05	0.2
Local Business	0.02	0	0.02	1.5
Parishes	0.111	0	0.111	1.0
TOTAL	38.733	0	38.733	54.7

3.3 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 will be shown net of this loss allowance. However, the council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment

3.4 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.

3.5 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
- 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

4 Service Investments: Shares

Contribution

- 4.1 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

- 4.2 One of the risks of investing in shares is that they 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	31.3.2018 actual			2019/20
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	22.538	0	22.538	35.0
TOTAL	22.538	0	22.538	35.0

Risk assessment

- 4.3 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

- 4.4 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

- 4.5 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.

5 Commercial Investments: Property

Contribution

- 5.1 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

5.2 These assets contribute an aggregate £6m 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 £ millions⁰

Property	Actual	Actual	31.3.2018 actual		31.3.2019 expected	
	Closing Balance 2016/17	Purchase / Build Costs 2017/18	Gains or (losses)	Value at 31.3.18	Gains or (losses)	Value in accounts
Castle Quay		60.364	0.756	61.120	0	61.120
Pioneer Square	9.238		-1.212	8.026	0	8.026
Tramway Industrial Estate					0	9.500
Other properties valued under £5m	9.255	2.793	-0.324	11.725	0	11.725
TOTAL	18.493	63.157	-0.779	80.871	0	90.371

Security

- 5.3 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.
- 5.4 A fair value assessment of the council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2018/19 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

Risk assessment

- 5.5 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.
- 5.6 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 a reliable future income streams and occupational demand is fundamental to our appraisals as longer let assets tend not to generate sufficiently attractive returns.
- 5.7 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.

5.8 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.

5.9 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.

5.10 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

5.11 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 affect 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.

6 Loan Commitments and Financial Guarantees

6.1 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:

Table 4: Loan Commitments and Guarantees

Borrower	Purpose	£m Contractually Available
Silverstone Heritage Ltd	Development of tourist attraction at Silverstone race track	1.0
Crown House Banbury Ltd	Redevelopment of town centre building into housing	1.8
Graven Hill Village Development Company Ltd	Revolving Credit Facility available to the council's subsidiary until 2026	17.0
Graven Hill Holding Company Ltd	Facility Agreement that has been in place since 2014 to deliver the project.	6.6
Graven Hill Development Company Ltd	Loan Note instrument to enable the company to deliver its objectives	10.0
TOTAL		36.4

7 Capacity, Skills and Culture

Elected members and statutory officers

- 7.1 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

- 7.2 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

- 7.3 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.

8 Investment Indicators

- 8.1 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

- 8.2 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	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Treasury management investments	19.1	15.0	15.0
Service investments: Loans	38.7	50.0	55.0
Service investments: Shares	22.5	23.0	33.0
Commercial investments: Property	80.9	91.0	100.0
TOTAL INVESTMENTS	161.2	179.0	203.0
Commitments to lend	1.8	36.4	34.0
TOTAL EXPOSURE	163.0	215.4	237.0

How investments are funded

- 8.3 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

- 8.4 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	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Treasury management investments	0.31%	0.58%	1.03%
Service investments: Loans	1% - 12%	1% - 12%	1% - 12%
Commercial investments: Property	Variable	Variable	Variable

Pay Policy Statement 2019-2020

1. Definition and Scope

This Pay Policy Statement sets out the Councils' policies towards a range of issues relating to the pay of the workforce, in particular Chief Officers, Assistant Chief Officers and the lowest paid staff.

In accordance with the requirements of the Localism Act 2011, the Pay Policy Statement will be agreed by the Council for each financial year and will be published on the Councils' website. This statement can be amended during the financial year, providing any changes are approved by Full Council.

All decisions on pay and reward for Chief Officers and Deputy Chief Officers will comply with this Pay Policy Statement.

Cherwell District Council have commenced some joint working arrangements at the Chief Officer level with Oxfordshire County Council and further joint working arrangements are to be explored. Councillors of Cherwell District Council and Oxfordshire County Council will be given the opportunity to vote before salary packages are offered in respect of any new appointment to a joint role where the annual salary package is £100,000 or over. In the event that the relevant post is not joint with Oxfordshire County Council the Councillors of Cherwell District Council will be given this opportunity.

"Chief Officers" is defined as the Chief Executive Officer and all Directors. Deputy Chief Officers are officers who report to a Chief Officer other than in a purely administrative role.

This comprises:

Role	Grade
Chief Executive (Head of Paid Service)* ^	CEX
Chief Operating Officer (Deputy CEO)	Executive Director
Executive Director – Finance (Interim) ^	Executive Director
Executive Director – Place & Growth (Interim)	Executive Director
Executive Director – Law & Governance (Interim)** ^	Executive Director
Director – Customers and Service Development *	Director
Assistant Director – HR, OD and Payroll	Assistant Director – Level 1
Assistant Director – Performance and Transformation	Assistant Director – Level 1
Assistant Director – Wellbeing	Assistant Director – Level 1
Assistant Director – Property, Investment and Contract Management	Assistant Director – Level 2
Assistant Director – Planning and Economy	Assistant Director – Level 2

Date: February 2019

Assistant Director – Regulatory Services and Community Safety **	Assistant Director – Level 2
Assistant Director – Environmental Services	Assistant Director – Level 2
Assistant Director – Social Care Commissioning and Housing *	Assistant Director – Level 2

* Salary cost for post and duties required of post are shared with Oxfordshire County Council

** Post holder is employed/engaged by Oxfordshire County Council but works across both authorities.

^ Statutory appointments which the Councils' are required to have in the interests of effective corporate governance.

It should be noted that the organisations are currently implementing a senior management restructure, several of the chief officer or assistant chief officer posts are vacant and therefore the detail above may change during 2019/2020.

At a time when the Councils and the wider economy are facing financial pressure and uncertainty, it is understandable that there are high levels of interest in, and scrutiny of, the Council's senior management pay and reward structures.

In the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high-quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive (and being seen as such).

2. Determination of pay levels

Following a job evaluation and benchmarking exercise, conducted under the Hay Group Job Evaluation Scheme ('Hay Scheme') in 2017 and completed as part of a senior management restructure, the Councils formally adopted a salary scale for Chief Officers. The 'Hay Scheme' is a systematic process for ranking jobs logically and fairly by comparing job against job or against a pre-determined scale to determine the relative importance of jobs to an organisation. The salary scale for the Councils' Chief Officers is published on our websites.

The salary scale for the Chief Executive post was considered when recruitment was undertaken in 2017.

Any subsequent new posts will be evaluated using the Hay Scheme and paid in accordance with the published salary scale.

3. Determination of individual pay levels within grade

(a) On appointment

The Chief Executive and other Chief Officers are appointed to a salary within a range as below. The Chief Executive post has been further reviewed in 2018 due to the joint working arrangement with Oxfordshire County Council. Salary costs for this role are shared between the two authorities.

Date: February 2019

Table 1: Chief Officers' Pay Structure

Chief Executive	CEX	£137,919
Executive Director	ED6	£94,852
	ED7	£96,959
	ED8	£100,121
	ED9	£104,838
Director	ED1	£83,626
	ED2	£84,720
	ED3	£85,813
	ED4	£86,907
	ED5	£88,001

Assistant Director - Level 2	AD6	£75,479
	AD7	£76,573
	AD8	£77,667
	AD9	£78,761
	AD10	£79,855
Assistant Director - Level 1	AD1	£66,728
	AD2	£67,822
	AD3	£68,916
	AD4	£70,010
	AD5	£71,104

For Chief Officers the point at which officers are appointed to the scale is determined by the Appointments and Personnel Committee when the offer is made. Factors taken into account are:

- Skills and experience
- Current salary
- Market factors

Where the conditions of the scheme are met, new appointments may also access financial support for relocation up to the amount specified within the policy which is published on the Councils' website.

The Council does not currently operate a system of 'earn-back' pay for Chief (or Deputy Chief) Officers, where an element of their pay is 'at risk' and has to be earned back each year through meeting pre-agreed objectives.

(b) Progression through the pay scales

The Chief Executive is employed on a pay scale where progression is subject to increased effectiveness and performance as agreed by the Appointments and Personnel Committee. The salary is also subject to pay awards as agreed by the Appointments and Personnel Committee.

Progression through the Chief Officer pay scale each year for Executive Directors, Directors and Assistant Directors is subject to the overall organisation objectives being met as detailed within the

Date: February 2019

corporate plans and subject to there being no individual performance issues. In the latter case incremental progression can be withheld pending improvement. For individuals who perform exceptionally well there is discretion to accelerate progression within the scale. This discretion is delegated to the Chief Executive in consultation with the Leaders of the Councils. In the event that organisational objectives are not met there is no incremental progression.

(c) Additional pay

Bonus/performance related pay

Chief Officers do not receive any bonus payments or performance related pay.

Cost of living pay awards (annual)

The Councils conduct their own local annual pay negotiations with Unison to determine whether an annual cost of living pay award will be applied and what the value/terms may be.

The Councils' Chief Officers are not subject to these arrangements. Chief Officers' cost of living pay awards are considered separately by the Appointments and Personnel Committee annually following settlement or decision (as appropriate) in relation to the cost of living pay award's for mainstream staff and takes into account a range of factors including national agreements, local agreements, the economy, affordability and so on. This approach ensures that any cost of living pay award for Chief Officers is set in the context of the annual cost of living pay award for mainstream staff of the organisation.

Returning Officer fees

The Chief Executive is also appointed by Cherwell District Council as their Returning Officer. This is a separate appointment to the Chief Executive's substantive employment.

The Returning Officer's fee is paid separately from and in addition to the Chief Executive's salary. The Returning Officer's fee is set by the Council for district and parish elections but determined either by central government or another determining body e.g. the County Council, European Parliament or Electoral Commission for other elections.

Elections fees

Election duties performed by Chief Officers' are separate to their substantive employment by the Council and are paid separately from their salary at levels determined by Returning Officer. This reflects the very significant additional duties undertaken by staff volunteering to carry out election duties over and above their normal contractual council responsibilities. Such staff are employed by the Returning Officer and not the Council for these duties. In setting fee levels, the Returning Officer takes into account a range of factors, including levels of responsibility and expertise required.

4. When employment ends

A Chief Officer who ceases employment with the Council may be entitled to a severance payment if they are being dismissed either on grounds of redundancy or in the interests of the efficient exercise of the Councils' functions. The procedure applicable in these circumstances is governed by the Councils' Organisational Change Policy.

The Councils' Pensions Discretion Policy sets out the discretions which the Council are able to exercise in the case of Chief Officers (and all other employees). The procedure for approving the application of any pension discretion is contained within this policy.

The Pensions Discretion Policies of the Council make clear that the abatement provisions of the Local Government Pension scheme will apply if an employee, who is in receipt of a LGPS pension, is re-employed by the Council at a rate that results in their new pay plus pension being higher than the pay in the job from which they retired.

Officers who have received a redundancy payment and/or early access to their pension may only be re-employed by the Council on an exception basis, for a specific purpose and explicit agreement of the Chief Executive in consultation with the Leader of the Council, must be given.

5. Terms and conditions of employment

The Chief Executive's terms and conditions of employment are agreed locally taking into account a number of factors including national and market context.

All other Chief Officers' terms and conditions of employment are also agreed locally. These may be amended from time to time by the Councils and agreements made with the Appointments and Personnel Committee and employee representative bodies.

6. Remuneration of the lowest paid employees

The remuneration of the lowest-paid employees at Cherwell District Council changed with effect from 1 April 2018. The grading structure of lower level officers runs from Grade A to M. All roles are initially evaluated using the Greater London Provincial Council Job Evaluation Scheme ('GLPC Scheme'). Where roles are evaluated using the GLPC scheme and score 560 points or more they are then evaluated using the Hay evaluation scheme. Grades A to I are based on GLPC points only and grades J to M are based on Hay points. The aim of both schemes is to operate grading arrangements based on principles of fairness, transparency, and consistency.

The following roles are jointly funded between Cherwell District Council and Oxfordshire County Council.

- Chief Executive (Head of Paid Service)
- Monitoring Officer
- Assistant Chief Executive / Director of Customer and Service Development

The relationship between the remuneration of Chief Officers and other officers

The Pay Policy Statement provides transparency as to senior officer salaries. For the above posts, the funding for those salaries is shared with Oxfordshire County Council pursuant to the partnership arrangements and the agreed costs sharing principles set out in the Section 113 Agreement.

In the Pay Policy Statement the pay multiple calculation between the lowest paid salary and the highest paid officer reflects the Cherwell District Council contribution to that salary and, for ease of reference, is set out immediately below.

	2019/20
Highest Paid	£104,800
Lowest Paid	£15,637
Pay Multiple between lowest paid & highest	1:6.7
Median Salary	£39,983
Pay Multiple between median & highest paid	1:2.62

Although the highest salary is that of the Chief Executive, the role that is paid the most is an Executive Director role. The Chief Executive role is shared across Cherwell District Council and Oxfordshire County Council therefore costs are split between the authorities and Cherwell does not incur 100% of this cost. The highest paid amount in the table relates to an Executive Director role which is not shared.

(a) National living wage

With the exception of Apprentices Cherwell District Council will be compliant with the national living wage.

7. Relationship between the remuneration of the Councils' Chief Officers and other Officers

The Councils' policies in respect of Chief Officer pay and other mainstream employees vary only in the application of allowances for additional working hours.

Chief Officers are expected to work the number of hours required to properly perform their duties including out of hours and emergency cover. No additional allowances are paid in respect of these duties.

Chief Officers' incremental progression is dependent on achievement of corporate objectives and individual performance and may be withheld or accelerated on this basis.



South Northamptonshire Council *Cherwell* | DISTRICT COUNCIL
NORTH OXFORDSHIRE

CHERWELL DISTRICT COUNCIL EQUALITY IMPACT ASSESSMENT

Equality Impact Assessments

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Equality Impact Assessment

APPENDIX 1 STAGE 1 - INITIAL SCREENING DETAILS ASSESSING POLICIES AND ACTIVITIES - GUIDANCE FOR STAFF

Notes:

1. As a result of this exercise, you will have checked that your policy or activity does not have adverse impact on equality groups and you will have identified relevant action that you need to take, and the likely costs/resources associated with any improvement. The equality groups covered are at present: Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Age and Marriage or Civil Partnership.

Note. This is not simply a paper exercise - it is designed to make sure that your policy or activity is delivered fairly and effectively to all sections of our local community.

2. Please note that both Councils will be required to publish the results of these assessments, and updates, therefore **your completed Appendices may be public documents.**

3. Appendix 1 questionnaire (**to be completed for each relevant Strategy, Policy or Service Development**) is for use regardless of whether your policy or activity is aimed at external customers or internal staff.

Please tick/delete as appropriate: Is this EIA for a,

Strategy	New/Existing	
Policy	<input checked="" type="checkbox"/> New/Existing	<input checked="" type="checkbox"/>
Service Development	New/Existing	

Name of Strategy, Policy or Service Development:

AIMS, OBJECTIVES & PURPOSE OF THE POLICY OR ACTIVITY:

<p>Council Tax Policy</p> <p>Each year the Council determines the level of Council Tax charged to residents relating to Cherwell District Council</p>

PLEASE LIST THE MAIN STAKEHOLDERS/BENEFICIARIES IN TERMS OF THE RECIPIENTS OF THE ACTIVITY OR THE TARGET GROUP AT WHOM THE POLICY IS AIMED:

All residents of Cherwell District

Equality Impact Assessment

STAGE 1 – INITIAL SCREENING ASSESSMENT

Q	Screening Questions	Y/N
1.	Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	N
2	Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	N
3	Is there any evidence that information about the policy or activity is not accessible to any equality groups?	N
4	Have the Council's received any complaints about the policy or activity under review, in respect of equality issues?	N
5	Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	N
6	Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	N
7	This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	N
8	Will there be a negative impact on any equality groups? If so please provide brief details below.	N
	Equality Impact: Evidence:	
	Disability	
	Gender Reassignment	
	Pregnancy & Maternity	
	Race	
	Religion or Belief	
	Sex	
	Sexual Orientation	
	Age	
	Marriage & Civil Partnership	
9	Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	N
10	There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:	N/A
11	Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	N

Equality Impact Assessment

Please detail below your evidence which has determined whether you have answered either Yes or No to the initial screening questions.

Screening Questions	Screening Narrative
Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	The level of Council Tax does not prevent us meeting statutory equality duties
Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	There is no evidence that this policy could discriminate
Is there any evidence that information about the policy or activity is not accessible to any equality groups?	Council Tax policy is accessible for all
Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	No complaints have been received in this regard
Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	There have been no recommendations
Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	We are not aware of any negative consequences arising from this policy for people we employ, partner or contract with
This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	There is no impact on other Council services. The Council Tax Policy impacts on the whole Council funding
Will there be a negative impact on any equality groups?	There will be no negative impact on any equality groups
Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	The policy will not have a negative effect on certain groups of local community
There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:	The Business Plan and MTFs have been subject to public consultation
Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	No opportunity has been missed

Declaration

I am satisfied that an initial screening has been carried out on this policy or activity and an In Depth (Full) Equality Impact Assessment is not required. I understand that the EIA is required by the Councils and take responsibility for the completion and quality of this assessment.

Completed by:
Countersigned by Head of Service:

Date:
Date:

2019/20	COUNCIL TAX SETTING REQUIRED BY SECTION 30 OF THE 1992 ACT							
	COUNCIL TAX SET FOR EACH VALUATION BAND							
	VALUATION BAND AND APPROPRIATE PROPORTION							
	6 A £	7 B £	8 C £	9 D £	11 E £	13 F £	15 G £	18 H £
Adderbury	1,226.80	1,431.26	1,635.74	1,840.20	2,249.14	2,658.06	3,067.00	3,680.40
Ambrosden	1,224.70	1,428.81	1,632.94	1,837.05	2,245.29	2,653.51	3,061.75	3,674.10
Ardley	1,235.59	1,441.52	1,647.46	1,853.39	2,265.26	2,677.12	3,088.98	3,706.78
Arncoft	1,236.41	1,442.47	1,648.55	1,854.61	2,266.75	2,678.88	3,091.02	3,709.22
Banbury	1,283.85	1,497.82	1,711.80	1,925.77	2,353.72	2,781.66	3,209.62	3,851.54
Barford	1,225.16	1,429.35	1,633.55	1,837.74	2,246.13	2,654.51	3,062.90	3,675.48
Begbroke	1,255.65	1,464.92	1,674.20	1,883.47	2,302.02	2,720.56	3,139.12	3,766.94
Bicester	1,286.95	1,501.44	1,715.94	1,930.43	2,359.42	2,788.40	3,217.38	3,860.86
Blackthorn	1,254.84	1,463.98	1,673.12	1,882.26	2,300.54	2,718.82	3,137.10	3,764.52
Bletchingdon	1,240.05	1,446.73	1,653.41	1,860.08	2,273.43	2,686.78	3,100.13	3,720.16
Bloxham	1,243.33	1,450.55	1,657.78	1,865.00	2,279.45	2,693.89	3,108.33	3,730.00
Bodicote	1,225.41	1,429.65	1,633.89	1,838.12	2,246.59	2,655.06	3,063.53	3,676.24
Bourton	1,227.78	1,432.41	1,637.04	1,841.67	2,250.93	2,660.19	3,069.45	3,683.34
Broughton	1,231.91	1,437.22	1,642.55	1,847.86	2,258.50	2,669.13	3,079.77	3,695.72
Bucknell	1,238.19	1,444.56	1,650.93	1,857.29	2,270.02	2,682.75	3,095.48	3,714.58
Caversfield	1,209.51	1,411.09	1,612.68	1,814.26	2,217.43	2,620.59	3,023.77	3,628.52
Charlton on Otmoor	1,228.95	1,433.78	1,638.61	1,843.43	2,253.08	2,662.73	3,072.38	3,686.86
Chesterton	1,240.04	1,446.71	1,653.39	1,860.06	2,273.41	2,686.75	3,100.10	3,720.12
Claydon	1,255.05	1,464.23	1,673.41	1,882.58	2,300.93	2,719.28	3,137.63	3,765.16
Cottisford	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Cropredy	1,227.85	1,432.48	1,637.13	1,841.77	2,251.06	2,660.33	3,069.62	3,683.54
Deddington	1,234.25	1,439.96	1,645.67	1,851.38	2,262.80	2,674.21	3,085.63	3,702.76
Drayton	1,236.67	1,442.77	1,648.89	1,855.00	2,267.23	2,679.44	3,091.67	3,710.00
Duns Tew	1,268.84	1,480.31	1,691.79	1,903.26	2,326.21	2,749.15	3,172.10	3,806.52
Epwell	1,223.75	1,427.70	1,631.67	1,835.62	2,243.54	2,651.45	3,059.37	3,671.24
Fencott and Murcott	1,218.47	1,421.55	1,624.63	1,827.71	2,233.87	2,640.02	3,046.18	3,655.42
Finmere	1,237.41	1,443.64	1,649.88	1,856.11	2,268.58	2,681.04	3,093.52	3,712.22
Fringford	1,235.03	1,440.87	1,646.71	1,852.55	2,264.23	2,675.90	3,087.58	3,705.10
Fritwell	1,218.56	1,421.65	1,624.75	1,827.84	2,234.03	2,640.21	3,046.40	3,655.68
Godington	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Gosford and Water Eaton	1,276.58	1,489.34	1,702.11	1,914.87	2,340.40	2,765.92	3,191.45	3,829.74
Hampton Gay and Poyle	1,227.13	1,431.64	1,636.17	1,840.69	2,249.74	2,658.77	3,067.82	3,681.38
Hanwell	1,229.66	1,434.60	1,639.55	1,844.49	2,254.38	2,664.26	3,074.15	3,688.98
Hardwick with Tusmore	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Hethe	1,227.27	1,431.82	1,636.37	1,840.91	2,250.00	2,659.09	3,068.18	3,681.82
Hook Norton	1,255.86	1,465.17	1,674.48	1,883.79	2,302.41	2,721.03	3,139.65	3,767.58
Horley	1,230.31	1,435.35	1,640.41	1,845.46	2,255.57	2,665.66	3,075.77	3,690.92
Horton	1,243.18	1,450.37	1,657.58	1,864.77	2,279.17	2,693.55	3,107.95	3,729.54
Horton cum Studley	1,224.19	1,428.21	1,632.25	1,836.28	2,244.35	2,652.40	3,060.47	3,672.56
Islip	1,243.02	1,450.19	1,657.36	1,864.53	2,278.87	2,693.21	3,107.55	3,729.06
Kidlington	1,296.83	1,512.97	1,729.11	1,945.25	2,377.53	2,809.80	3,242.08	3,890.50
Kirtlington	1,238.51	1,444.93	1,651.35	1,857.77	2,270.61	2,683.44	3,096.28	3,715.54
Launton	1,227.97	1,432.63	1,637.30	1,841.96	2,251.29	2,660.61	3,069.93	3,683.92
Lower Heyford	1,227.79	1,432.41	1,637.05	1,841.68	2,250.95	2,660.20	3,069.47	3,683.36
Merton	1,271.28	1,483.16	1,695.04	1,906.92	2,330.68	2,754.44	3,178.20	3,813.84
Middle Aston	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Middleton Stoney	1,219.79	1,423.09	1,626.39	1,829.69	2,236.29	2,642.88	3,049.48	3,659.38
Milcombe	1,238.34	1,444.73	1,651.12	1,857.51	2,270.29	2,683.07	3,095.85	3,715.02
Milton	1,203.75	1,404.38	1,605.01	1,805.63	2,206.88	2,608.13	3,009.38	3,611.26
Mixbury	1,203.44	1,404.01	1,604.59	1,805.16	2,206.31	2,607.45	3,008.60	3,610.32
Mollington	1,233.99	1,439.65	1,645.32	1,850.98	2,262.31	2,673.63	3,084.97	3,701.96
Newton Purcell	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Noke	1,226.39	1,430.79	1,635.19	1,839.59	2,248.39	2,657.18	3,065.98	3,679.18
North Aston	1,216.84	1,419.64	1,622.46	1,825.26	2,230.88	2,636.48	3,042.10	3,650.52
North Newington	1,222.00	1,425.66	1,629.34	1,833.00	2,240.34	2,647.66	3,055.00	3,666.00
Oddington	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Piddington	1,237.69	1,443.97	1,650.26	1,856.54	2,269.11	2,681.67	3,094.23	3,713.08
Prescote	1,202.41	1,402.80	1,603.21	1,803.61	2,204.42	2,605.21	3,006.02	3,607.22
Shenington	1,217.87	1,420.84	1,623.83	1,826.80	2,232.76	2,638.71	3,044.67	3,653.60
Shipton on Cherwell	1,229.99	1,434.99	1,639.99	1,844.99	2,254.99	2,664.98	3,074.98	3,689.98
Shutford	1,226.75	1,431.20	1,635.67	1,840.12	2,249.04	2,657.95	3,066.87	3,680.24
Sibford Ferris	1,225.91	1,430.23	1,634.55	1,838.87	2,247.51	2,656.14	3,064.78	3,677.74
Sibford Gower	1,226.83	1,431.30	1,635.78	1,840.25	2,249.20	2,658.14	3,067.08	3,680.50
Somerton	1,260.65	1,470.76	1,680.87	1,890.98	2,311.20	2,731.41	3,151.63	3,781.96
Souldern	1,221.06	1,424.57	1,628.08	1,831.59	2,238.61	2,645.63	3,052.65	3,663.18
South Newington	1,232.52	1,437.94	1,643.36	1,848.78	2,259.62	2,670.46	3,081.30	3,697.56
Steeple Aston	1,248.19	1,456.22	1,664.26	1,872.29	2,288.36	2,704.42	3,120.48	3,744.58
Stoke Lyne	1,230.87	1,436.02	1,641.17	1,846.31	2,256.60	2,666.89	3,077.18	3,692.62
Stratton Audley	1,238.35	1,444.73	1,651.13	1,857.52	2,270.31	2,683.08	3,095.87	3,715.04
Swalcliffe	1,248.83	1,456.96	1,665.11	1,873.24	2,289.52	2,705.79	3,122.07	3,746.48
Tadmarton	1,229.71	1,434.65	1,639.61	1,844.56	2,254.47	2,664.36	3,074.27	3,689.12
Upper Heyford	1,238.41	1,444.80	1,651.21	1,857.61	2,270.42	2,683.21	3,096.02	3,715.22
Wardington	1,235.38	1,441.27	1,647.18	1,853.07	2,264.87	2,676.65	3,088.45	3,706.14
Wendlebury	1,220.91	1,424.40	1,627.89	1,831.37	2,238.34	2,645.31	3,052.28	3,662.74
Weston on the Green	1,265.22	1,476.09	1,686.96	1,897.83	2,319.57	2,741.31	3,163.05	3,795.66
Wiggington	1,222.78	1,426.57	1,630.38	1,834.17	2,241.77	2,649.35	3,056.95	3,668.34
Wroxton	1,226.35	1,430.74	1,635.14	1,839.53	2,248.32	2,657.10	3,065.88	3,679.06
Yarnton	1,254.77	1,463.89	1,673.03	1,882.15	2,300.41	2,718.66	3,136.92	3,764.30
Heyford Park	1,232.67	1,438.12	1,643.57	1,849.01	2,259.90	2,670.79	3,081.68	3,698.02
DISTRICT AVERAGE	1,265.90	1,476.87	1,687.86	1,898.84	2,320.81	2,742.76	3,164.74	3,797.68



Business Rates Retail Relief 2019-2020 and 2020-2021

1. Introduction

The retail rate relief scheme applies for the period 1 April 2019 to 31 March 2021.

The business rates retail relief scheme applies to occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of relief should be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied.

2. Qualifying properties

Properties that will benefit from the relief will be occupied hereditaments with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**
- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

OR

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public

Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)

- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

OR

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

3. Properties not eligible for relief

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

4. Application Process

We will automatically award relief if we consider your property meets the eligibility criteria and apply it to your bill. We do, however need to you to make a “De Minimis” Declaration in relation to State Aid (see below).

5. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

6. How much relief will be available?

The total amount of government-funded relief available for each property for 2019-20 and 2020/21 under this scheme is one third of the bill, after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied. There is no relief available under this scheme for properties with a rateable value of £51,000 or more. The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.

7. What if I occupy more than one property?

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid De Minimis limits.

7. Appeals

If you disagree with a decision made under this policy, you must write and tell us why you think the decision is wrong, ie whether you consider the published criteria have been properly applied.

We will take account of any information given in your appeal letter. We will decide whether or not the criteria have been properly applied. This is called 'reconsidering' the decision. We will write to tell you what has happened, normally within 10 days of decision.



Local Discretionary Business Rate Relief Scheme for 2019-20

1. Introduction

The Local Discretionary Business Rate Relief Scheme applies for the period 1 April 2019 to 31 March 2020. Under the scheme relief will only be provided where a qualifying ratepayer's bill has increased due to the 2017 Revaluation.

The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council over the next three years is as follows:

2019-20	2020-21
£147,000	£21,000

2. Qualifying Criteria

- 2.1 The property must have had an increase in rateable value as a result of the 2017 Revaluation.
- 2.2 All other mandatory reliefs must have been applied for prior to an award for Local Discretionary Business Rate Relief being considered.
- 2.3 The 2017 Rateable Value must be £200,000 or less.
- 2.4 Where a property is formed following a split, merger or reorganisation a new calculation will be carried out.
- 2.5 Where a qualifying ratepayer's business rates bill is reduced for any of the following reasons the amount of relief will be reduced or removed accordingly:
 - A reduction in rateable value in the 2017 Rating List.
 - The application of any additional relief or exemption
 - Vacation and reoccupation of the property
 - Any other relevant reason

2.6 A cap of £50.00 has been introduced so that the relief awarded is for eligible properties where the amount of relief is £50.00 or more.

3. Exclusions

3.1 Relief will not be awarded to the following types of ratepayers and properties:

- Precepting bodies (County, District and Parish Councils)
- Banks, building societies and other major financial institutions
- Multi-national businesses or large chains
- Businesses which occupy 3 or more properties
- National Health Service
- Charities
- Central Government bodies

3.2 Unoccupied properties

3.3 Where the award of relief would not comply with EU law on State Aid.

4. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

5. How will the Local Discretionary Business Rate Relief be calculated?

Local Discretionary Business Rate Relief will be calculated after any or all of the following have been applied:

- Exemptions and other reliefs
- Transitional arrangements

6. Application Process

The Council will automatically award business rates relief to qualifying businesses.

The amount of relief awarded each year will be subject to review such that the total relief doesn't exceed the funding allocation from government.

This policy will be published on the Council's website www.cherwell.gov.uk.

7. Appeals

All appeals must clearly state the ground(s) and be made in writing to: Revenues and Recovery Team, Cherwell District Council, Bodicote House, Bodicote, Banbury OX15 4AA.

Any appeal will be judged in line with this policy and the decision is to be taken at the sole discretion of the Executive Director Finance and Governance Chief Finance Officer in consultation with the Joint Revenues and Benefits Manager. All appeals will be reviewed within 4 weeks of submission of all necessary information. All decisions taken on appeals are final and the outcome will be recorded and advised to the ratepayer in writing. If an appeal is successful, rate relief will be backdated for the full eligible period within the relevant financial year.