



# Meeting of Council

Monday 22 February 2021

Members of Cherwell District Council,

A meeting of Council will be held as a virtual meeting on Monday 22 February 2021 at 6.30 pm, and you are hereby summoned to attend.

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

**Yvonne Rees**  
Chief Executive

Friday 12 February 2021

## AGENDA

**1 Apologies for Absence**

**2 Declarations of Interest**

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

**3 Communications**

To receive communications from the Chairman and/or the Leader of the Council.

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

The Chairman to report on any requests to submit petitions or to address the meeting.

Addresses may be presented by:

- A Local Government elector for the area,
- A person who is wholly or mainly resident in the area,
- A Council Taxpayer or National Non-Domestic Ratepayer for the area

Addresses must be on an item on the Agenda before the meeting and not exceed 5 minutes. No person may address more than one meeting on any particular issue.

Requests to address the meeting (including the reason for the address) should be submitted to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) The deadline for petitions and requests to address this meeting is noon on Friday 19 February 2021.

Full details of public participation at meetings is available in the Constitution.

## **5 Urgent Business**

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

## **6 Minutes of Council (Pages 11 - 26)**

To confirm as a correct record the Minutes of Council held on 14 December 2020.

## **7 Minutes**

- a) Minutes of Executive, Lead Member Decisions and Executive Decisions not included in the 28 day notice

The Leader of the Council to formally propose that the minutes of the meetings of the Executive and Lead Member Decisions as set out in the Minute Book (circulated separately) be received and to report that since the last meeting of Council held on 14 December 2020 no key decisions have been taken by the Executive which were not included in the 28 day notice.

- b) Minutes of Committees

The Leader of the Council to formally propose that the minutes of committees as set out in the Minute Book (circulated separately) be received.

## **8 Questions**

- a) Written Questions

No written questions have been received.

- b) Questions to the Leader of the Council

The Chairman to invite questions to the Leader of the Council (including any matters arising from the minutes).

Following a response to their question being provided Members will be entitled to a follow up or supplementary question.

\*\* In line with the virtual meeting procedure rules, any Member wishing to ask a question of the Leader (including on the minutes of Executive) must notify [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) by noon on the day of the meeting. It is not required for the topic to be notified. No questions without notice will be permitted \*\*

c) Questions to Committee Chairmen on the Minutes

The Chairman to invite questions to Chairmen of Committees on any matter arising from the minutes of their committee (if any).

\*\* In line with the virtual meeting procedure rules, any Member wishing to ask a question of a Chairman of a Committee on any matter arising from the minutes of their committee must notify [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) by noon on the day of the meeting. It is not required for the topic to be notified. No questions without notice will be permitted \*\*

## Council Business Reports

### 9 Members' Allowances 2021/2022

\*\* Please note that this report and appendix (the report of the Independent Remuneration Panel) will follow as it is currently being reviewed and finalised \*\*

Report of Director Law and Governance

#### Purpose of report

To determine the levels of the allowances to be paid to Members for the forthcoming 2021/2022 financial year following the submission of the report of the Council's Independent Remuneration Panel (IRP).

#### Recommendations

Council is recommended to:

- 1.1 Consider the levels of allowances to be included in the 2021/2022 Members' Allowances Scheme, and whether the Panel's recommendations should be adopted or modified in any way
- 1.2 Authorise the Director Law and Governance to prepare an amended Members' Allowances Scheme, in accordance with the decisions of Council for implementation with effect from 1 April 2021.
- 1.3 Authorise the Director Law and Governance to take all necessary action to revoke the current (2020/2021) Scheme and to publicise the revised Scheme pursuant to The Local Authorities (Member's Allowances) (England) Regulations 2003 (as amended).

- 1.4 Thank the Independent Remuneration Panel for its report and set a fee of £300 for each Panel Member for the work carried out on this review for 2021/2022 and propose the same level of fee for any reviews carried out in 2021/2022 capped at a maximum of £1200, which can be funded from existing budgets.

## 10 **Budget Setting for 2021/22 and the Medium-Term Financial Strategy 2025/26** (Pages 27 - 210)

Report of the Director of Finance

### **Purpose of report**

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

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

### **Recommendations**

Council is recommended to:

- 1.1 In relation to the Business Plan:
  - 1.1.1 Approve the Business Plan at Appendix 1.
- 1.2 Have regard to the statutory report of the Chief Finance Officer (Section 25 report) at Appendix 2 in approving recommendations 1.3 to 1.5.
- 1.3 In relation to the Revenue Budget and Medium-Term Financial Strategy (MTFS):
  - 1.3.1 Approve the net revenue budget for the financial year commencing on 1 April 2021 of £22.374m, including the budget allocations to the Directorates of the Council, as set out in Table 2;
  - 1.3.2 Approve the MTFS and Revenue Budget 2021/22, including the Savings Proposals, Pressures and the Revenue Impacts of Capital Schemes included at Appendices 3, 4 and 5 respectively.
- 1.4 In relation to the Capital Programme and related strategies:
  - 1.4.1 Approve the Capital Bids and Capital Programme at Appendix 15 and 16 respectively;
  - 1.4.2 Approve the Capital and Investment Strategy at Appendix 17;
  - 1.4.3 Approve the Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2021/22 at Appendix 18;

- 1.4.4 Approve the Property Investment Strategy at Appendix 19.
- 1.5 In relation to reserves:
- 1.5.1 Approve the reserves policy at Appendix 12;
- 1.5.2 Approve the planned level of reserves for 2021/22 – 2025/26 at Appendix 14;
- 1.5.3 Approve the Chief Finance Officer's recommended minimum level of General Balances of £5m.
- 1.6 In relation to Council Tax:
- 1.6.1 Approve an increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2021 of £5, resulting in a Band D charge of £138.50 per annum;
- 1.6.2 Note that on 4 January 2021 Executive approved Cherwell District Council's calculated Council Tax Base for 2021/22:
- a) for the whole Council area as 55,615.9 [item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended by sections 72 to 79 of the Localism Act 2011 ("the 1992 Act")]; and
  - b) for dwellings in those parts of its area to which a Parish Precept relates as in the attached Appendix 22.
- 1.6.3 That the Council Tax requirement for the Council's own purposes for 2021/22 (excluding Parish Precepts and Special Expenses) is £7,702,802.
- 1.6.4 That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the 1992 Act:
- a) £115,532,120 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the 1992 Act, taking into account all precepts issued to it by Parish Councils and any additional special expenses;
  - b) £102,378,407 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the 1992 Act;
  - c) £13,153,713 being the amount by which the aggregate at 1.6.4(a) above exceeds the aggregate at 1.6.4(b) above, calculated by the Council, in accordance with Section 31A(4) of the 1992 Act, as its Council Tax requirement for the year (Item R in the formula in Section 31B of the 1992 Act);
  - d) £236.51 being the amount at 1.6.4(c) above (Item R), all divided by Item T (1.6.2(a) above), calculated by the Council, in accordance with Section 31B of the 1992 Act, as the basic amount of its Council Tax for the year (including Parish Precepts and Special Expenses);

- e) £5,450,911 being the aggregate amount of all special items (Parish Precepts and Special Expenses) referred to in Section 34(1) of the 1992 Act as per the attached Appendix 22;
- f) £138.50 being the amount at 1.6.4(d) above less the result given by dividing the amount at 1.6.4(e) above by Item T(1.6.2(a) above), calculated by the Council, in accordance with Section 34(2) of the 1992 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.;

1.6.5 It be noted that for the year 2021/22 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 1992 Act, for each category of dwellings in the Council's area as indicated below :

<u>Valuation Band</u>	<u>Oxfordshire County Council</u>	<u>Police and Crime Commissioner for Thames Valley</u>
	£	£
<b>A</b>	1,048.74	154.19
<b>B</b>	1,223.53	179.88
<b>C</b>	1,398.32	205.58
<b>D</b>	1,573.11	231.28
<b>E</b>	1,922.69	282.68
<b>F</b>	2,272.27	334.07
<b>G</b>	2,621.85	385.47
<b>H</b>	3,146.22	462.56

1.6.6 The Council, in accordance with Sections 30 and 36 of the 1992 Act, hereby sets the amounts shown in Appendix 23 as the amounts of Council Tax for the year 2021/22 for each part of its area and for each of the categories of dwellings;

1.6.7 That the Council's basic amount of Council Tax for 2021/22 is not excessive in accordance with principles approved under Section 52ZB of the 1992 Act;

1.7 In relation to the Pay Policy Statement:

1.7.1 The in fulfilment of the requirements of Sections 38-43 of the Localism Act 2011, the Pay Policy Statement be approved at Appendix 20.

## 11 Adjournment of Council Meeting

The Council to adjourn, if necessary, to allow the Executive to meet to consider any proposals which do not accord with the Executive's recommendations.

**12 Final Recommendations for the Adderbury Community Governance Review**  
(Pages 211 - 232)

Report of Chief Executive

**Purpose of report**

To report the results of the second consultation stage of the Community Governance Review (CGR) for Adderbury.

To consider the final recommendations of the CGR Working Group, that will bring the review to a close.

**Recommendations**

The meeting is recommended:

- 1.1 To note the results of the second consultation stage of the Adderbury Community Governance Review
- 1.2 To approve the final recommendations that no warding of Adderbury Parish Council take place, and that the number of parish councillors for Adderbury Parish Council should remain as 12.

**13 (Draft) Statement of Licensing Policy** (Pages 233 - 280)

Report of Assistant Director – Regulatory Services

**Purpose of report**

This report introduces a final draft of the revised Statement of Licensing Policy (attached as Appendix 1) following consultation. It explains the reason for the review, provides a summary of the main changes to the current policy, and outlines the consultation process followed.

**Recommendations**

The meeting is recommended:

- 1.1 To approve and adopt the revised Statement of Licensing Policy.

**14 Amendment to Outside Body Representative**

Councillor Mallon was appointed the council's representative to the to the Oxfordshire Joint Health Overview and Scrutiny Committee at the 14 May 2019 Annual Council meeting. As no Annual Meeting was held in May 2020, the appointment continued.

Councillor Mallon has advised that, due to other commitments, he is no longer able to act as the council's representative.

Councillor Chapman has on occasion substituted for Councillor Mallon at Oxfordshire Joint Health Overview and Scrutiny Committee meetings and has

indicated that he would be willing to be appointed as the council's permanent representative in place of Councillor Mallon.

## **Recommendation**

The meeting is recommended:

- 1.1 To appoint Councillor Phil Chapman as the council's representative to the Oxfordshire Joint Health Overview and Scrutiny Committee.

## **15 Motions** (Pages 281 - 284)

To debate the following motions which have been submitted with advance notice, in accordance with the Constitution (to be debated in the order submitted).

Topic	Proposer	Secunder
Paper Lite	Councillor Ian Corkin	TBC
Twenty is Plenty	Councillor Dan Sames	TBC
Horton General Hospital	Councillor Andrew McHugh	Councillor Kieron Mallon
Flooding	Councillor Ian Middleton	Councillor Katherine Tyson

Please note that the deadline to submit motions has passed. The deadline for Members to submit amendments to motions is noon on Thursday 18 February 2021. No amendments will be permitted after this deadline.

Any amendments submitted will be published as a supplement to the agenda on the afternoon of Friday 19 February 2021. Amendments for motions will be dealt with in the order submitted.

## **For information**

Please note:

The next meeting of Council is Annual Council on Wednesday 19 May 2021. No motions or written questions are permitted at Annual Council.

The next scheduled Council meeting at which motions and written questions are permitted is on Monday 19 July 2021. Members are advised that written questions and motions for the 19 July Council meeting must be submitted to the Director of Law and Governance, [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), by noon on Wednesday 7 July 2021.



## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221589 prior to the start of the meeting.

### **Declarations of Interest**

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

### **Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates**

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

### **Access to Meetings**

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

### **Mobile Phones**

Please ensure that any device is switched to silent operation or switched off.

### **Queries Regarding this Agenda**

Please contact Natasha Clark, Democratic and Elections [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), 01295 221589

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## **Cherwell District Council**

### **Council**

Minutes of a meeting of the Council held as a virtual meeting, on 14 December 2020 at 6.30 pm

#### Present:

Councillor David Hughes (Chairman)  
Councillor Hannah Banfield (Vice-Chairman)  
Councillor Andrew Beere  
Councillor Nathan Bignell  
Councillor Maurice Billington  
Councillor Mike Bishop  
Councillor John Broad  
Councillor Hugo Brown  
Councillor Phil Chapman  
Councillor Mark Cherry  
Councillor Colin Clarke  
Councillor Conrad Copeland  
Councillor Ian Corkin  
Councillor Surinder Dhési  
Councillor John Donaldson  
Councillor Sean Gaul  
Councillor Carmen Griffiths  
Councillor Timothy Hallchurch MBE  
Councillor Chris Heath  
Councillor Simon Holland  
Councillor Shaida Hussain  
Councillor Tony Ilott  
Councillor Mike Kerford-Byrnes  
Councillor James Macnamara  
Councillor Kieron Mallon  
Councillor Nicholas Mawer  
Councillor Tony Mephram  
Councillor Ian Middleton  
Councillor Perran Moon  
Councillor Richard Mould  
Councillor Cassi Perry  
Councillor Lynn Pratt  
Councillor George Reynolds  
Councillor Barry Richards  
Councillor Dan Sames  
Councillor Les Sibley  
Councillor Jason Slaymaker  
Councillor Katherine Tyson  
Councillor Tom Wallis  
Councillor Douglas Webb  
Councillor Fraser Webster  
Councillor Lucinda Wing

Councillor Barry Wood  
Councillor Sean Woodcock

Apologies for absence:

Councillor Nick Cotter  
Councillor Andrew McHugh  
Councillor Bryn Williams

Officers:

Yvonne Rees, Chief Executive  
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & Interim Monitoring Officer  
Michael Furness, Assistant Director Finance  
Sukdave Ghuman, Head of Legal Services  
Richard Hawtin, Team Leader Property & Contracts  
Glenn Watson, Principal Governance Officer  
Natasha Clark, Governance and Elections Manager

50 **Welcome**

The Chairman welcomed councillors, officers and members of the public and press to the virtual meeting of Full Council.

The Chairman introduced the Vice-Chairman, Councillor Hannah Banfield, and explained that if he had any technical issues and had to drop out of the meeting, Councillor Banfield would take the Chair until he was reconnected.

The Chairman welcomed Councillor Billington back to the virtual Chamber after a short illness. Councillor Billington thanked all Members who had sent him their best wishes and those who had helped him during his illness.

51 **Declarations of Interest**

There were no declarations of interest.

52 **Communications**

**Housekeeping**

The Chairman reminded Members of the protocol and etiquette for virtual meetings.

**Chairman's Engagements**

The Chairman referred to the list of events that had been included with the agenda pack and explained that whilst he had been unable to attend events, he had been joining events virtually.

### **Councillor Copeland**

The Chairman advised Council that Councillor Copeland had contacted him and the Monitoring Officer regarding the October Council meeting. The Chairman explained that he acknowledged the concerns raised and apologised to Councillor Copeland for the error whereby he had proposed an amendment to the Constitution Review report which was incorrectly ruled out of order. The Chairman further explained that he would refer to this at the agenda item to approve the minutes of the previous Council meeting and that he had asked the Governance and Elections Manager to reflect this matter in the minutes of the December meeting.

The Chairman observed that, as Committee Chairs would be aware, chairing virtual meetings added an additional layer of complexity and mistakes were made from time to time. The Chairman thanked Members for their patience as Members continued with these different ways of working and meeting.

### 53 **Thames Valley Police - Address by Deputy Police and Crime Commissioner and Chief Constable**

The Chairman welcomed the Deputy Police and Crime Commissioner for Thames Valley, Matthew Barber, Chief Constable John Campbell and Superintendent Emma Garside, Thames Valley Police, to the meeting and invited them to address Council regarding policing in Thames Valley.

Following the presentation, the Deputy Police and Crime Commissioner, the Chief Constable and Superintendent Garside answered questions Members had submitted in advance of the meeting and some supplementary questions.

The Chairman thanked the Deputy Police and Crime Commissioner, the Chief Constable and Superintendent Garside for their attendance.

### 54 **Petitions and Requests to Address the Meeting**

The Chairman advised the meeting that there were no petitions but that there were four requests to address the meeting on agenda item 9, motions. Three of the request were in relation to the motion on the Climate and Ecological Emergency Bill and one was in relation to the motion on hunting. Each speaker would be able to speak for up to 5 minutes and would be called to address the meeting prior to the start of the motion they had registered to speak on.

### 55 **Urgent Business**

There were no items of urgent business.

56 **Minutes of Council**

The Chairman referred to the statement he had made earlier under Chairman's announcements. Subject to the inclusion of the amendment to Minute 46, Constitution Review, to reference the amendment proposed by Councillor Copeland that had been ruled out of order, the minutes of the meeting held on 19 October 2020 were agreed as a correct record to be signed by the Chairman in due course.

57 **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 19 October 2020, no key decisions have 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.

58 **Questions**

a) **Written Questions**

The Chairman advised Council that one written question addressed to the Leader of the Council, Councillor Wood, had been submitted with advance notice in accordance with the Constitution and had been published with the agenda. A responses to the question had been published as a supplement to the agenda (and are an annex to the Minutes as set out in the Minute Book).

The question was from Councillor Middleton in relation to Castle Quay shopping centre. By way of a supplementary question, Councillor Middleton asked the Leader if the Castel Quay Working Group should be more transparent. The Leader advised that the remit of the Working Group had been detailed in the published response to the written question and explained that an All Member Briefing of Castle Quay 1 and Castle Quay 2 in the New Year.

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

Questions were asked and answers received on the following issues:

Councillor Reynolds: Bus services

Councillor Billington: Kidlington bollard

Councillor Woodcock: The financial settlement and the council's budget consultation

Councillor Dhesi: Face covering littering

Councillor Moon: No deal Brexit and the implications for the council

### **c) Questions to Committee Chairmen on the Minutes**

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

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## **Motions**

The Chairman advised that three motions had been submitted. No amendments to any of the motions had been submitted and, in line with the Constitution, no amendments to the motion were now permitted.

### **Climate and Ecological Emergency (CEE) Bill**

The Chairman invited those people who had registered to speak on the motion to address Council prior to Council's consideration of the motion. Council heard from the following public speakers:

Jane Rogers, local resident

Berenice Westwood, local resident

Michael Taylor, local resident

It was proposed by Councillor Middleton and seconded by Councillor Broad that the following motion be adopted.

"In 2019 this council and many others recognised the importance of tackling impending global ecological disaster by unanimously passing a climate emergency motion.

As a next step, Green MP Caroline Lucas recently introduced the Climate and Ecological Emergency Bill (CEE) to Parliament, which seeks to ensure that the UK plays its fair and proper role in limiting global temperatures to 1.5°C. Full details can be found at <https://www.ceebill.uk/>.

The Bill was prepared by the CEE Bill Alliance, a team of scientists, academics, lawyers and campaigners guided by current science and has received cross party support from over 80 MPs.

It calls for urgent, far-reaching actions from the Government that take into account our entire global carbon footprint, including all emissions involved in the production and transport of goods from overseas that are consumed in the UK.

The Bill seeks to ensure that we take action now, rather than depending on new, untested future technologies, with a focus on the natural world as much as on the climate, protecting and conserving wildlife habitats in the UK and across the world.

A central mechanism for achieving these aims would be Citizen's Assemblies that would have a real influence on government strategy.

This council wishes to show support for the CEE Bill by :

- Taking into account the goals of The Bill when setting its own strategies, policies and targets.
- Encouraging individual councillors to join the CEE campaign
- Calling on all Oxfordshire MPs to sign the CEE Bill Early Day Motion (no 832)"

No amendments to the motion having been proposed, the motion was debated as submitted. In the course of the debate it was proposed by Councillor Broad and seconded by Councillor Middleton that a recorded vote be taken. Having been proposed and seconded, a recorded vote was duly taken, and Members voted as follows:

Councillor Hannah Banfield	Abstain
Councillor Andrew Beere	Abstain
Councillor Nathan Bignell	Against
Councillor Maurice Billington	Against
Councillor Mike Bishop	Against
Councillor John Broad	For
Councillor Hugo Brown	Against
Councillor Phil Chapman	Against
Councillor Mark Cherry	Abstain
Councillor Colin Clarke	Against
Councillor Conrad Copeland	For
Councillor Ian Corkin	Against
Councillor Surinder Dhesi	Abstain
Councillor John Donaldson	Against
Councillor Sean Gaul	Against
Councillor Carmen Griffiths	Against
Councillor Timothy Hallchurch	Against
Councillor Chris Heath	Against
Councillor Simon Holland	Against
Councillor David Hughes	Against



Councillor Shaida Hussain	Abstain
Councillor Tony Ilott	Against
Councillor Mike Kerford-Byrnes	Against
Councillor James Macnamara	Against
Councillor Kieron Mallon	Against
Councillor Nick Mawer	Against
Councillor Tony Mephram	Against
Councillor Ian Middleton	For
Councillor Perran Moon	Abstain
Councillor Richard Mould	Against
Councillor Cassi Perry	Abstain
Councillor Lynn Pratt	Against
Councillor George Reynolds	Against
Councillor Barry Richards	Abstain
Councillor Dan Sames	Against
Councillor Les Sibley	Against
Councillor Jason Slaymaker	Against
Councillor Katherine Tyson	For
Councillor Tom Wallis	Against
Councillor Douglas Webb	Against
Councillor Fraser Webster	Abstain
Councillor Lucinda Wing	Against
Councillor Barry Wood	Against
Councillor Sean Woodcock	Abstain

The vote was lost and the motion therefore fell.

### **Improving Coronavirus testing and tracing**

It was proposed by Councillor Tyson and seconded by Councillor Middleton that the following motion be adopted.

“Cherwell District Council would like to stand in solidarity with Oxford City Council in expressing our concern that, so far into the COVID pandemic, the country still does not have an adequate testing and tracing system. A fully functioning system decreases the risk of Oxfordshire residents to coronavirus.

Test and trace is proven in countries with a properly functioning locally-based system to be a successful strategy to manage and contain COVID-19 outbreaks.

This Council agrees that to rectify the situation substantial control should be passed to local authorities, with the necessary funding to do the job properly, with national input providing any support necessary to ensure effective co-ordination.

A local scheme will:

- Improve traceability
- Enable increased and targeted testing, including asymptomatic testing
- Be better integrated into existing Council COVID support services
- Be a more cost-effective solution
- Achieve greater community engagement
- Allow for the engagement of local volunteers

Pressure is building on the Government both to use local authorities more and to cease contracting out 'NHS Test and Trace' to private companies. Local authorities in Oxfordshire are working better than the national average in tackling COVID19 and should be supported.

This Council agrees to add its voice to those challenging the current, failed national system by asking the Leader to:

- Call on our Director of Public Health and the Leader of the County Council to support more local authority engagement in testing and tracing.
- Write to our MPs asking them for their support.”

No amendments to the motion having been proposed, the motion was debated as submitted. In the course of the debate it was proposed by Councillor Tyson and seconded by Councillor Richards that a recorded vote be taken. Having been proposed and seconded, a recorded vote was duly taken, and Members voted as follows:

Councillor Hannah Banfield	For
Councillor Andrew Beere	For
Councillor Nathan Bignell	Against
Councillor Maurice Billington	Against
Councillor Mike Bishop	Against
Councillor John Broad	For
Councillor Hugo Brown	Against
Councillor Phil Chapman	Against
Councillor Mark Cherry	For
Councillor Colin Clarke	Against

Councillor Conrad Copeland	For
Councillor Ian Corkin	Against
Councillor Surinder Dhesi	For
Councillor John Donaldson	Against
Councillor Sean Gaul	Against
Councillor Carmen Griffiths	Against
Councillor Timothy Hallchurch	Against
Councillor Chris Heath	Against
Councillor Simon Holland	Against
Councillor David Hughes	Against
Councillor Shaida Hussain	For
Councillor Tony Ilott	Against
Councillor Mike Kerford-Byrnes	Against
Councillor James Macnamara	Against
Councillor Kieron Mallon	Against
Councillor Nick Mawer	Against
Councillor Tony Mephram	Against
Councillor Ian Middleton	For
Councillor Perran Moon	For
Councillor Richard Mould	Against
Councillor Cassi Perry	For
Councillor Lynn Pratt	Against
Councillor George Reynolds	Against
Councillor Barry Richards	For
Councillor Dan Sames	Against
Councillor Les Sibley	For
Councillor Jason Slaymaker	Against
Councillor Katherine Tyson	For
Councillor Tom Wallis	Against
Councillor Douglas Webb	Against
Councillor Fraser Webster	For
Councillor Lucinda Wing	Against
Councillor Barry Wood	Against
Councillor Sean Woodcock	For

The vote was lost and the motion therefore fell.

## **Hunting**

The Chairman invited Linda Newberry, local resident, who had registered to speak on the motion to address Council.

It was proposed by Councillor Middleton and seconded by Councillor Copeland that the following motion be adopted.

“The 2005 Hunting Act banned hunting wild mammals with dogs except in specific circumstances. Hunts subsequently switched to trail hunting, where artificial scent trails are laid for the hounds to follow.

The League Against Cruel Sports recently released a secretly recorded meeting between key members of the hunting community in which they allegedly describe trail hunting as a "smokescreen" for hunts that wish to follow live prey. This is being investigated by the police and potentially makes any organisation that facilitates hunting on its land complicit in an illegal activity.

As a result national bodies including The National Trust, Forestry England, The Lake District National Park, Natural Resources Wales and United Utilities have suspended hunting on their land. Similar responses are likely from other organisations including the MOD and the Church of England.

Council notes that hunts in and around Cherwell have crossed public land and highways in the district, and as a result of these new restrictions these incidents may increase. As a responsible authority, we must also take steps to ensure we are not seen to be supporting potentially illegal activities.

Council calls on the leader to write to hunt masters in and around the district and Thames Valley Police, making it clear that, while investigations into trail hunting are ongoing, hunts will not be permitted to cross public or council controlled land or cause a nuisance on public highways within Cherwell, and that we will expect any such encroachments to be prosecuted to the fullest extent.”

No amendments to the motion having been proposed, the motion was debated as submitted and on being put to the vote was lost and therefore fell.

## **60 Council Tax Reduction Scheme and Council Tax Discounts 2021-2022**

The Director of Finance submitted a report to seek approval for a Council Tax Reduction Scheme for the year 2021-2022 on the recommendation of Budget Planning Committee and Executive. The report also provide Members with an update on Council Tax discounts and sought approval for the Council Tax discounts for 2021-2022.

In introducing the report, the Lead Member for Financial Management and Governance, Councillor Ilott, thanked Finance Officers and the Budget Planning Committee for their work on the Scheme.

### **Resolved**

- (1) That a Council Tax Reduction Scheme (CTRS) for the year 1 April 2021 to 31 March 2022 (as set out in the annex to the Minutes as set out in the Minute Book) be approved and it be agreed the scheme be implemented with effect from 1 April 2021.
- (2) That delegated authority be granted to the Section 151 Officer to make amendments to the Council Tax Regulations up to and including 31 January 2021 for pensioners in line with uprating announced by MHCLG and to amend the Working Age Regulations in line with the new income banded scheme and the uprating announced by MHCLG.
- (3) That, having given due consideration, the following level of Council Tax discounts and premiums for 2021-2022 be approved:
  - Retain the discount for second homes at zero.
  - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
  - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.
  - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

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### **Constitution Review**

The Corporate Director – Commercial Development, Assets and Investment & (Interim) Monitoring Officer submitted a report which presented to Council the recommendations of the Overview and Scrutiny Committee for changes to the Constitution and for procedures for its annual review.

It was proposed by Councillor Copeland and seconded by Councillor Broad that the recommendations relating to the Order of business/finish time for Full Council, recommendation 1.12, to change the order of business for Full Council so that motions are taken after questions and reports (noting that the Constitution allows the Chairman to amend the order of business in any case in any given instance), and 1.13, to introduce a finish time of 11 pm for Full Council meetings with the provisos that the meeting would not stop mid-way through an item; the Chairman of the Council has discretion to continue the meeting to conclude business, if, in the opinion of the Chairman, this would be appropriate; and that any motions not considered would be carried forward to be considered at the next scheduled Full Council meeting, be deleted from the recommendations.

The amendment having been proposed and seconded was duly debated. In the course of the debate it was proposed by Councillor Tyson and seconded by Councillor Copeland that a recorded vote on the amendment be taken. Having been proposed and seconded, a recorded vote was duly taken and Members voted as follows:

Councillor Hannah Banfield	For
Councillor Andrew Beere	For
Councillor Nathan Bignell	Against
Councillor Maurice Billington	Against
Councillor Mike Bishop	Against
Councillor John Broad	For
Councillor Hugo Brown	Against
Councillor Phil Chapman	Against
Councillor Mark Cherry	For
Councillor Colin Clarke	Against
Councillor Conrad Copeland	For
Councillor Ian Corkin	Against
Councillor Surinder Dhesi	For
Councillor John Donaldson	Against
Councillor Sean Gaul	Against
Councillor Carmen Griffiths	Against
Councillor Timothy Hallchurch	Against
Councillor Chris Heath	Against
Councillor Simon Holland	Against
Councillor David Hughes	Against
Councillor Shaida Hussain	For
Councillor Tony Ilott	Against
Councillor Mike Kerford-Byrnes	Abstain
Councillor James Macnamara	Against
Councillor Kieron Mallon	Against
Councillor Nick Mawer	Against
Councillor Tony Mephram	Against
Councillor Ian Middleton	For
Councillor Perran Moon	For
Councillor Richard Mould	Against

Councillor Cassi Perry	For
Councillor Lynn Pratt	Against
Councillor George Reynolds	Against
Councillor Barry Richards	For
Councillor Dan Sames	Against
Councillor Les Sibley	For
Councillor Katherine Tyson	For
Councillor Tom Wallis	Against
Councillor Douglas Webb	Against
Councillor Fraser Webster	For
Councillor Lucinda Wing	Against
Councillor Barry Wood	Against
Councillor Sean Woodcock	For

The vote on the amendment was lost and therefore fell.

Council debated and voted on the recommendations as submitted.

### **Resolved**

Rules of debate:

- (1) That no changes to the current process as regards the order of speakers in a debate be made but the Constitution to clarify that the seconder can speak at any point if they have reserved their right and that this does not mean they must be the penultimate speaker.
- (2) That no change be made to the existing rule that once the proposer of a motion or amendments begins summing up, no further speakers will be heard.

Length of speeches (including all committees):

- (3) That the length of speeches for proposers and proposers of amendments be reduced to five minutes (from current 10 minute).
- (4) That the length of speeches for seconders, seconders of amendments and all other speakers be reduced to three minutes (from current 5 minutes).

Deadlines for submitting amendments to motions:

- (5) That no changes be made to the existing deadlines (5pm, two working days before the meeting).
- (6) That the current word limit for amended motions as 250 words be maintained.

Process for dealing with motions with budgetary implications:

- (7) That Members be encouraged to submit motions early and discuss with officers to enable a review in the light of budgetary implications, and that a threshold of “£10,000 or more” be introduced to inform what “significant” means in terms of the current budget or capital expenditure
- (8) That amendments to motions deferred for budgetary reasons to be permitted when resubmitted to Council

Motions without notice/procedural motions:

- (9) That no changes be made to the current arrangement that a procedural motion, once proposed and seconded, requires only a simple majority to succeed

Recorded vote:

- (10) That no changes be made to the current arrangement that a request for a recorded vote needs only a proposer and seconder to succeed

Public addresses (not Planning Committee):

- (11) That no changes be made to current arrangements for
  - i) public speakers to register by noon on the working day before the meeting
  - ii) five minutes per public speaker
  - iii) no time limit on the number of public speakers or the time allowed for the public address item

Order of business/finish time for Full Council:

- (12) That the order of business for Full Council be changed so that motions are taken after questions and reports (noting that the Constitution allows the Chairman to amend the order of business in any case in any given instance)
- (13) That a finish time of 11pm be introduced for Full Council meetings with the provisos that the meeting will not stop mid-way through an item; the Chairman of the Council has discretion to continue the meeting to conclude business, if, in the opinion of the Chairman, this would be appropriate; and that any motions not considered would be carried forward to be considered at the next scheduled Full Council meeting.

Planning Committee:

- (14) That remote tools (drones) be allowed in facilitating site visits but it be clear that this does not replace the option for physical site visits and any such footage and usage should be approved by Planning officers to ensure impartiality
- (15) That the following arrangements be retained whereby
  - i) there is no separate slot for councillor questions of clarification to the officer after a presentation of a planning application
  - ii) County councillors are allowed to speak as members of the public (i.e. no separate right to speak)



- (16) That a ten-minute time limit for non-committee ward members in addressing the Committee be introduced.

Terminology and glossary:

- (17) That a glossary to the Constitution be introduced to bring clarity to members of the public, officers and councillors
- (18) That the following words be used to achieve consistency within the Constitution by using the following words:
- i) Executive (not Cabinet)
  - ii) Chairman of a meeting (with the proviso that a person chairing a committee may call themselves by whichever term e.g. Chair)
  - iii) Resident (rather than citizen)
- (19) That following terms continue to be used but contextual clarity (and explanation in the glossary) be provided for the use of each:
- i) Councillor and member
  - ii) Chief Executive and Head of Paid Service
  - iii) Chief Finance Officer and S151 Officer

Annual Review of the Constitution:

- (20) That an annual review of the Constitution be introduced whereby
- i) At its October and December meeting, the Overview & Scrutiny Committee will consider and make recommendations to Full Council for agreement in December, (with the potential for the Committee to convene a Constitution Review Working Group to offer advice if appropriate)
  - ii) Such a review to include a notice of any changes made in-year under officer delegations to reflect legislation and transfers of functions
  - iii) Any significant changes would be submitted to Full Council as necessary for consideration
- (21) That it be noted that the Monitoring Officer will amend the Constitution to reflect the decisions of Council.
- (22) That the areas being reviewed by the Monitoring Officer under delegated authority be noted.

The meeting ended at 11.37 pm

Chairman:

Date:

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## **Cherwell District Council**

### **Council**

**22 February 2021**

## **Budget Setting for 2021/22 and the Medium-Term Financial Strategy 2025/26**

### **Report of the Director of Finance**

This report is public

### **Purpose of report**

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

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

## **1.0 Recommendations**

### **The Council is recommended to:**

- 1.1 In relation to the Business Plan:
  - 1.1.1 Approve the Business Plan at Appendix 1.
- 1.2 Have regard to the statutory report of the Chief Finance Officer (Section 25 report) at Appendix 2 in approving recommendations 1.3 to 1.5.
- 1.3 In relation to the Revenue Budget and Medium-Term Financial Strategy (MTFS):
  - 1.3.1 Approve the net revenue budget for the financial year commencing on 1 April 2021 of £22.374m, including the budget allocations to the Directorates of the Council, as set out in Table 2;
  - 1.3.2 Approve the MTFS and Revenue Budget 2021/22, including the Savings Proposals, Pressures and the Revenue Impacts of Capital Schemes included at Appendices 3, 4 and 5 respectively.
- 1.4 In relation to the Capital Programme and related strategies:
  - 1.4.1 Approve the Capital Bids and Capital Programme at Appendix 15 and 16 respectively;

- 1.4.2 Approve the Capital and Investment Strategy at Appendix 17;
- 1.4.3 Approve the Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2021/22 at Appendix 18;
- 1.4.4 Approve the Property Investment Strategy at Appendix 19.
- 1.5 In relation to reserves:
- 1.5.1 Approve the reserves policy at Appendix 12;
- 1.5.2 Approve the planned level of reserves for 2021/22 – 2025/26 at Appendix 14;
- 1.5.3 Approve the Chief Finance Officer's recommended minimum level of General Balances of £5m.
- 1.6 In relation to Council Tax:
- 1.6.1 Approve an increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2021 of £5, resulting in a Band D charge of £138.50 per annum;
- 1.6.2 Note that on 4 January 2021 Executive approved Cherwell District Council's calculated Council Tax Base for 2021/22:
- a) for the whole Council area as 55,615.9 [item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended by sections 72 to 79 of the Localism Act 2011 ("the 1992 Act")]; and
  - b) for dwellings in those parts of its area to which a Parish Precept relates as in the attached Appendix 22.
- 1.6.3 That the Council Tax requirement for the Council's own purposes for 2021/22 (excluding Parish Precepts and Special Expenses) is £7,702,802.
- 1.6.4 That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the 1992 Act:
- a) £115,532,120 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the 1992 Act, taking into account all precepts issued to it by Parish Councils and any additional special expenses;
  - b) £102,378,407 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the 1992 Act;
  - c) £13,153,713 being the amount by which the aggregate at 1.6.4(a) above exceeds the aggregate at 1.6.4(b) above, calculated by the Council, in accordance with Section 31A(4) of the 1992 Act, as its Council Tax requirement for the year (Item R in the formula in Section 31B of the 1992 Act);

- d) £236.51 being the amount at 1.6.4(c) above (Item R), all divided by Item T (1.6.2(a) above), calculated by the Council, in accordance with Section 31B of the 1992 Act, as the basic amount of its Council Tax for the year (including Parish Precepts and Special Expenses);
- e) £5,450,911 being the aggregate amount of all special items (Parish Precepts and Special Expenses) referred to in Section 34(1) of the 1992 Act as per the attached Appendix 22;
- f) £138.50 being the amount at 1.6.4(d) above less the result given by dividing the amount at 1.6.4(e) above by Item T(1.6.2(a) above), calculated by the Council, in accordance with Section 34(2) of the 1992 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.;

1.6.5 It be noted that for the year 2021/22 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 1992 Act, for each category of dwellings in the Council's area as indicated below :

<u>Valuation Band</u>	<u>Oxfordshire County Council</u>	<u>Police and Crime Commissioner for Thames Valley</u>
	£	£
<b>A</b>	1,048.74	154.19
<b>B</b>	1,223.53	179.88
<b>C</b>	1,398.32	205.58
<b>D</b>	1,573.11	231.28
<b>E</b>	1,922.69	282.68
<b>F</b>	2,272.27	334.07
<b>G</b>	2,621.85	385.47
<b>H</b>	3,146.22	462.56

1.6.6 The Council, in accordance with Sections 30 and 36 of the 1992 Act, hereby sets the amounts shown in Appendix 23 as the amounts of Council Tax for the year 2021/22 for each part of its area and for each of the categories of dwellings;

1.6.7 That the Council's basic amount of Council Tax for 2021/22 is not excessive in accordance with principles approved under Section 52ZB of the 1992 Act;

1.7 In relation to the Pay Policy Statement:

1.7.1 The in fulfilment of the requirements of Sections 38-43 of the Localism Act 2011, the Pay Policy Statement be approved at Appendix 20.

## 2.0 Introduction

- 2.1 This report sets out Executive's proposed Business Plan, Revenue Budget Strategy and the Capital & Investment Strategy. Alongside this, the report also sets out the Council Tax Calculations for 2021/22.
- 2.2 The Executive's Business Plan and revenue and capital budget proposals take into consideration the latest information on the council's financial position outlined in this report and comments from the Budget Planning Committee meetings on 15 December 2020 and 5 January 2021. Comments from the Budget Planning Committee are included as Appendix 9 to this report. In finalising the proposals, the Executive has also taken into consideration feedback from the public consultation on the Business Plan priorities, revenue budget proposals and council tax increase. An analysis of the responses to the consultation accompanies the budget proposals at Appendix 8.
- 2.3 Recent announcements from Government have confirmed that the significant changes to the way they fund local authorities over the medium term has been delayed. The latest indications are that those changes will begin to take effect from 2022/23. All the information and intelligence received indicates that this will present CDC with a substantial financial challenge over the medium term, which the Council needs to prepare for as it sets the budget for 2021/22.
- 2.4 Following a period of consultation, the Final Local Government Finance Settlement for 2021/22 was published on 4 February 2021. There are no changes from the Provisional Local Government Finance Settlement published on Thursday 17 December 2020. The details can be found here:  
<https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2021-to-2022>
- 2.5 The impact for CDC of this one-year settlement can be summarised as follows:
- Essentially a "roll-forward" of funding
  - Confirmation that Council Tax can be raised by 2% or £5, whichever is greater (for CDC this is £5)
  - That New Homes Bonus legacy payments from 2018/19 and 2019/20 will be fully funded.
  - That a one-year only New Homes Bonus award for 2021/22 has been allocated to CDC
- 2.6 The settlement was broadly as expected following announcements in the Spending Review announced on 25 November 2020. CDC had built its financial models on the indicative information provided at that point. The Government has also provided a one-off Lower Tier Services grant to ensure that CDC will not have a reduction in resources from Government in 2021/22.
- 2.7 Additionally, the settlement confirmed that the Council will receive a number of one-off grants for financial support relating to COVID-19. The grant funding received by the Council is set out in Table 1.

Table 1 – COVID-19 Funding

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

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

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

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

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

## **3.0 Report Details**

### **3.1 Business Plan**

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

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

- 3.1.3 This year the Business Plan has had a 'light touch refresh' in line with the budget setting process outlined above. The four strategic priorities are as outlined below:
- **Housing that meets your needs;**
  - **Leading on environmental sustainability;**
  - **An enterprising economy with strong and vibrant local centres;**
  - **Healthy, resilient and engaged communities.**
- 3.1.4 Housing that meets your needs re-emphasises this Council's commitment to making sure its residents all have the opportunity to access housing that is suitable for them, whether this is through the delivery of affordable housing, improving standards in the private rented sector, preventing homelessness, supporting the most vulnerable in its communities or through innovative housing schemes and delivery of the Local Plan.
- 3.1.5 Leading on environmental sustainability builds on the Council's commitment to be carbon neutral by 2030 in addition to focusing on the priorities of its residents including maintaining and improving its waste and recycling services which are already highly regarded by residents. Promoting the Green economy and its natural environment along with its built heritage are also the Council's priorities. Climate action is a key focus for the council, transforming the organisation to deliver its carbon neutral commitments.
- 3.1.6 A strong and thriving economy has long been a priority of the Council, with a strong track record of supporting businesses and investing in its town centres which is a key priority for its residents. An enterprising economy with strong and vibrant local centres, reinforces this commitment for Cherwell to be a district where business can thrive and grow.
- 3.1.7 The wellbeing of its residents and communities has always been a priority for this Council. The healthy, resilient and engaged communities priority retains its focus on ensuring residents and communities are as active and healthy as possible. CDC continues to promote community development with existing and new communities and that communities remain safe places to live. The new Including Everyone strategy reflects the enhanced focus on reducing inequalities and providing greater support to the most vulnerable in our society. This year we have seen the impact that COVID-19 has had on local communities and it is recognised that this impact has been felt differently. The Black Lives Matter movement was a standout feature of last year, and it was a reminder for public bodies everywhere of the need to renew their commitment to reflecting local communities and celebrating their diversity. By making responsible choices now and moving to a sustainable footing, CDC can keep supporting the district's recovery from COVID-19 and continue working to make Cherwell a healthier and more prosperous place to live and work.
- 3.1.8 The four priorities are supported by seven themes that shape and influence the work of every service across the Council and reflect local priorities and the national context:
- **Customers** - To deliver high quality, accessible and convenient services that are right first time.
  - **Healthy Places** - Working collaboratively to create sustainable, thriving communities that support good lifestyle choices.



- **Partnerships** - Working with partners to improve the services we provide for our residents and communities.
- **Continuous Improvement** - Making the best use of our resources and focusing on improvement, innovation and staff development to maintain and enhance services.
- **Climate Action** - transforming our organisation to deliver its carbon neutral commitments.
- **Including Everyone** - Our Equalities, Diversity and Inclusion framework outlines how we are seeking to create a more inclusive community, services and workplace in Cherwell.
- **COVID-19 Recovery Strategy** - Working with partners in the health and voluntary sectors to help our local businesses and residents respond to the challenges of the COVID-19 pandemic and supporting our communities to recover from the longer term social and economic impacts.

3.1.9 The service plans, operational plans detailing performance measures and outcomes are captured as part of the 2021/22 performance management framework and will link to the Council's Leadership Risk Register. The Council will report on progress against the Business Plan to Executive on a monthly basis through the Performance, Risk and Finance report. Leadership risks will also be linked to the corporate priorities.

3.1.10 The Business Plan has been discussed with Executive Members and was reviewed by the Overview and Scrutiny Committee on 12 January 2021.

## 3.2 Chief Finance Officer's Statutory Report

3.2.1 Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment is set out in Appendix 2 of the report. Council is required to have regard to this report in making their decisions on the budget.

## 3.3 Revenue Budget Strategy

### Financial Outturn 2020/2021

3.3.1 The Budget Planning Committee and the Executive regularly review the forecast outturn as part of the Performance, Risk and Finance report. In addition to the social and economic impacts of COVID-19, the pandemic has had a significant impact on the 2020/21 budget.

3.3.2 The pandemic has required local authorities to make rapid adjustments to meet new demands and to step up work in critical frontline services. Cherwell District Council, as well as the other councils across Oxfordshire, have led communities through the coronavirus lockdown by creating new services and adapting existing services including the shielding of vulnerable residents, adult social care, emergency planning and public health response and ensuring schools are kept open for vulnerable children and those of key workers.

- 3.3.3 These new and increased demands have resulted in significant additional expenditure. At the same time, council income streams – from car parking to planning fee income – have been severely damaged by the lockdown and the impact on the local economy. Additional funding has been provided from central Government to help councils with the financial impact of COVID-19; however, this does not match our projected additional expenditure and loss of income and does not address potential increases in demand on Council services as lockdown measures are eased.
- 3.3.4 Therefore, at its meeting on 6 July 2020, the Executive asked Officers to address the potential overspend arising from COVID-19. A revised budget addressing the risk of overspend, reflecting the additional costs incurred by the Council in the response phase to the COVID-19 pandemic and the additional funding that has been received from central government was agreed by Council on 7 September 2020.
- 3.3.5 The revised budget provided a balanced budget for 2020/21 that includes budgets to meet the additional costs of COVID-19 to enable effective budget management. This was achieved by drawing savings from across all service areas, with a focus on protecting frontline services and activities that support those who are most vulnerable.
- 3.3.6 The forecast position as at 31 December 2020 based on the revised budget is an overspend of £0.4m. This has been taken into account in considering the reserves position of CDC. There are a small number of service pressures that continue to be managed by service managers who continue to try to deliver a balanced budget by the year end. Managers have considered their current operational and financial performance when considering their future year budget requirements and where necessary included growth pressures or proposed budget reductions as part of the budget setting process. These are described later in this report. The budget requirements and the changes requested by managers have been scrutinised by senior managers over a number of individual sessions allowing for challenge and consideration across the range of Council budgets. This helps to ensure the proposals align with the Council’s objectives.

### **Net Cost of Services for 2021/22**

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

Table 2: Net Cost of Services

Directorate	Net budget 2021/22 £000
Adults & Housing	1,844
Commercial Development, Assets & Investments	75
Customers, Organisational Development & Resources	5,686
Environment & Place	6,698
Public Health & Wellbeing	1,816
<b>Service Sub-total</b>	<b>16,119</b>
Corporate Costs	2,768
Policy Contingency	3,487
<b>Net Cost of Services</b>	<b>22,374</b>

3.3.8 The largest proportion of the expenditure budget is spent on staffing (46%).

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

3.3.10 A thorough review of service levels and budgets has taken place and savings identified at Appendix 3 that will allow the Council to operate within the level of resources that it anticipates will be available to it in 2021/22. Full monitoring of the savings programme will take place throughout 2021/22.

### Commercial Property

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

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

3.3.12 The Council in recent years has expanded its commercial property portfolio that both supports local businesses by providing good quality properties for rent by local businesses but also to help regenerate its town centres. The Council plays a leading role in actively influencing and working in partnership with others to stimulate redevelopment of our town centres. This will continue to be an area of activity going forward as the Council continues to support recovery from COVID-19. Any surplus revenue streams generated by these properties will be available to support the rest of the Council as other funding sources reduce.

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

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

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

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

#### **Inflation**

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

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

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

3.3.17 The details of this are captured in the Pay Policy Statement attached at Appendix 20. The purpose of the Statement is to provide transparency with regard to the Council's approach to setting the pay of its employees. The principles set out within the Statement are compliant with the budget proposals.

#### **Directorate Budget Pressures**

3.3.18 Budget Pressures of £2.7m will be funded in 2021/22. This is a combination of £4.4m of new budget pressures being funded, less a £1.7m reduction of one-off pressures from 2020/21. The full schedule of existing and new pressures can be seen at Appendix 4. Of the £4.4m new pressures, £3.0m are held as contingency (see Table 3 below) with the balance allocated to Directorates. Table 3

summarises the Pressures which have been included within the Net Cost of Services.

Table 3: Pressures

Directorate	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Ongoing Impact £000
Adults & Housing	(820)	0	0	0	0	(820)
Commercial Development, Assets & Investments	704	(708)	(90)	205	12	123
Customers, Organisational Development & Resources	64	(24)	0	0	0	40
Environment & Place	147	(48)	(151)	0	0	(52)
Public Health & Wellbeing	(420)	(52)	(27)	0	0	(499)
Executive Matters	62	0	(52)	0	0	10
Policy Contingency	2,987	(2,552)	(299)	165	0	301
<b>Total Pressures</b>	<b>2,724</b>	<b>(3,384)</b>	<b>(619)</b>	<b>370</b>	<b>12</b>	<b>(897)</b>
Prior Year Pressures	(1,701)	(124)	(178)	0	0	(2,003)
New Pressures	4,425	(3,260)	(441)	370	12	1,106
<b>Total Pressures</b>	<b>2,724</b>	<b>(3,384)</b>	<b>(619)</b>	<b>370</b>	<b>12</b>	<b>(897)</b>

### Revenue Impact of Capital Expenditure

3.3.19 Where capital expenditure is financed from borrowing, this will have an impact on the revenue budget. The proposed capital programme and the new capital bids can be found at Appendix 16 and 15 respectively. The revenue impact of the proposed programme can be found in Appendix 5 and is summarised in the Table 4 below.

Table 4: Revenue Impact of Capital

Directorate	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Ongoing Impact £000
Commercial Development, Assets & Investments	(5)	(8)	0	0	0	(13)
Customers, Organisational Development & Resources	(72)	(20)	0	0	0	(92)
Environment & Place	(30)	(15)	45	0	0	0
<b>Total Capital Impact</b>	<b>(107)</b>	<b>(43)</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>(105)</b>

### Savings Proposals

3.3.20 In total, savings of £4.4m are proposed for 2021/22, of which £0.2m were previously planned and £4.2m are new savings proposals. In December 2020, the Council consulted on £4.3m new savings proposals. After receiving consultation responses and considering the level of resources available to it following the Local Government Finance Settlement, the Council has amended its savings proposals. The full schedule of savings can be seen at Appendix 3.

3.3.21 The Council is grateful to all that responded to the budget consultation, with 383 responses received. Most proposals received reasonable levels of support and

generally there was more support than opposition. Appendix 8 provides a report on the responses received to the consultation. After considering consultation responses it is proposed to make a change to SAV2101b. It is also acknowledged that SAV2133e needed to be removed from the revenue savings proposals. Further details are provided below:

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

3.3.22 Table 5 provides a breakdown of how the total savings of £4.4m for 2021/22 are allocated across the Directorates.

Table 5: Savings Proposals

Directorate	2021/22	2022/23	2023/24	2024/25	2025/26	Ongoing Impact
	£000	£000	£000	£000	£000	£000
<b>Adults &amp; Housing</b>	(536)	0	0	0	0	(536)
Commercial Development, <b>Assets &amp; Investments</b>	(589)	(135)	168	1	1	(554)
Customers, Organisational Development & Resources	(1,227)	5	0	0	0	(1,222)
<b>Environment &amp; Place</b>	(1,184)	(853)	(310)	(122)	0	(2,469)
<b>Public Health &amp; Wellbeing</b>	(827)	391	0	(13)	0	(449)
<b>Total</b>	<b>(4,363)</b>	<b>(592)</b>	<b>(142)</b>	<b>(134)</b>	<b>1</b>	<b>(5,230)</b>
Prior Year Savings	(190)	(5)	(100)	(58)	0	(353)
New Savings	(4,173)	(587)	(42)	(76)	1	(4,877)
<b>Total Savings Proposals</b>	<b>(4,363)</b>	<b>(592)</b>	<b>(142)</b>	<b>(134)</b>	<b>1</b>	<b>(5,230)</b>

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

### Executive Matters

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

3.3.25 COVID-19 has had a significant impact on the finances and services of the Council in 2020/21 and this will continue into 2021/22 and beyond. As it is unclear what the impacts of COVID-19 will be in 2021/22 the Council has introduced a Policy Contingency for COVID-19 in 2021/22 of £2.7m. This contingency is to protect the

Council in case it suffers losses of income or increases to contract costs compared to the normal budget position.

3.3.26 In addition, the Council has introduced an inflation contingency and a redundancy and pension fund strain contingency. Table 6 shows the provisions that have been made in the Policy Contingency budget:

Table 6: Contingencies

<b>Policy Contingency</b>	<b>2021/22 £000</b>
Inflation Contingency	500
Planning Fees	275
Leisure Contract	700
Commercial Income	1,603
Redundancy and Pension Fund Strain Contingency	250
Local Council Tax Support (LCTS) Hardship Fund	159
<b>Total</b>	<b>3,487</b>

3.3.27 Table 7 Below shows the movement from the approved 2020/21 budget to the draft budget for 2021/22.

Table 7: Budget Movement from 2020/21 to 2021/22

<b>Directorate</b>	<b>2020/21 Budget £000</b>	<b>Pressures £000</b>	<b>Savings Proposals £000</b>	<b>Capital Impact £000</b>	<b>Corporate Changes £000</b>	<b>Use of Reserves £000</b>	<b>Grants £000</b>	<b>Permanent Virements</b>	<b>Inflation</b>	<b>2021/22 Budget £000</b>
Adults & Housing	2,906	(820)	(536)			324		2	(32)	1,844
CDA&I	454	704	(589)	(5)	(714)	250		34	(59)	75
CODR	6,834	64	(1,227)	(72)	299	5	(55)	(42)	(120)	5,686
Environment & Place	8,684	147	(1,184)	(30)	(182)	(524)		1	(214)	6,698
Exec Matters	3,629	62	0		(1,011)	1,862	(1,775)	1	0	2,768
PH & Wellbeing	3,097	(420)	(827)			(64)		4	26	1,816
Policy Contingency		2,987							500	3,487
<b>2021/22 Budget</b>	<b>25,604</b>	<b>2,724</b>	<b>(4,363)</b>	<b>(107)</b>	<b>(1,608)</b>	<b>1,853</b>	<b>(1,830)</b>	<b>0</b>	<b>101</b>	<b>22,374</b>

## Council Financing

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

### Business Rates related income

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

- CDC's share (40%) of locally retained business rates income. The remaining shares go to the Government (50%) and Oxfordshire County Council (10%)

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

3.3.30 The resources retained by the Council from business rates are summarised in Table 8.

Table 8: Resources retained from business rates related income 2021/22

<b>Business Rates Breakdown</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>
Business Rates	(38,141)	(1,137)	(1,171)	(1,206)	(1,242)
Business Rates Collection Fund (Surplus) / Deficit	339	(310)		(29)	
Business Rates Levy	1,920	(1,731)	199	209	219
Business Rates Pooling Gain	(900)	773	(132)	(140)	(146)
Business Rates Tariff	29,072	5,688	695	709	723
Business Rates Tariff Adjustment	1,165	(1,165)			
Section 31 grants	(3,608)	3,608			
<b>Grand Total</b>	<b>(10,153)</b>	<b>5,726</b>	<b>(409)</b>	<b>(457)</b>	<b>(446)</b>

3.3.31 CDC must also take account of how the level of business rates collected in 2020/21 compares to the estimate it made when setting the budget for 2020/21. This is summarised in Table 9 below and has been taken into account in setting the budget.

Table 9: Business Rates (Surplus)/Deficit Calculation

<b>Business Rates Deficit</b>	<b>2021/22 £000</b>
2019/20 deficit	310
2020/21 deficit relating to business rates reliefs	22,867
Use of Section 31 Grant Reserve	(22,867)
1/3 2020/21 deficit <sup>1</sup>	29
<b>Business Rates Deficit</b>	<b>339</b>

3.3.32 2020/21 was an exceptional year due to the implications of COVID-19. Shortly after CDC set the 2020/21 budget for business rates income, the Government announced business rates reliefs to assist businesses through the economic challenges of the pandemic. This resulted in a significantly greater deficit than in a normal year. To support local government the Government provided grant

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



payments in lieu of the lost business rates income. CDC has held these grants in reserves in 2020/21 which will be used in 2021/22 used to offset a large proportion of the total 2020/21 deficit.

### **Other Grants - Grants supporting the Net Budget**

- 3.3.33 New Homes Bonus: The Council expects to receive £4.4m in 2021/22. Funding is then anticipated to taper away as the Government phases out New Homes Bonus. It is not known what the Government intends to replace this regime with; a consultation is expected in 2021/22.
- 3.3.34 Revenue Support Grant: Due to the roll forward of funding, the Council expects to receive £0.1m in 2021/22 which has increased in line with inflation compared to last year. RSG is then expected to be zero in future years.

### **Other Grants - Grant Funding within the Net Cost of Services**

- 3.3.35 The Government announced a new one-off Lower Tier Grant for 2021/22 to ensure that the Council did not suffer a reduction in the allocations of funding received from Government. The Council will receive £0.9m.
- 3.3.36 The Council has also been allocated one-off funding in 2021/22 in acknowledgement of some of the costs of COVID-19. The Council will receive £0.7m in General COVID-19 Funding and £0.2m in Local Council Tax Support Grant.
- 3.3.37 The Council also receives ringfenced grants for specific purposes. These are allocated directly to the Directorates to be spent in line with the grant conditions. A breakdown of all grant income assumed within the budget is at Appendix 11.

### **Council Tax**

- 3.3.38 The council tax requirement of CDC is £7.7m and the taxbase has been set at 55,615.9. A £5 increase to the rate of Council Tax has been assumed; from £133.50 to £138.50. This is the maximum increase the Council can propose, without the need to hold a referendum. Total Parish precepts of £5.5m have been received meaning the average Band D Council Tax including Parish Precepts will be £236.51.
- 3.3.39 The average Band D Parish Council Tax levy is £98.01. This compares to £96.84 in 2020/21, an increase of 1.2%.
- 3.3.40 The precept figures for Police and Crime Commissioner for Thames Valley, £12.863m, were approved on 29 January 2021 and the precept figures included for Oxfordshire County Council, £87.490m, were approved on 9 February 2021.
- 3.3.41 The Council has considered the amount of council tax that it anticipates it will collect in 2020/21 compared to the estimate it made when setting the 2020/21 budget. After taking into consideration Government legislation to spread deficits in council tax collection relating to 2020/21 over three years, the Council expects there to be a deficit to be taken into account of £0.021m.

Table 10: Breakdown of Council Tax Income

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

3.3.42 The budget for 2021/22 therefore is balanced by these sources of funding as demonstrated in Table 11.

Table 11: Financing of Net Budget 2020/21

Full Budget	£000
Net Cost of Services	22,374
<b>Financed by:</b>	
Revenue Support Grant	(116)
Council Tax	(7,682)
Business Rates	(10,153)
New Homes Bonus	(4,423)
<b>Balance</b>	<b>0</b>

### 3.4 Capital and Investment Strategy

3.4.1 The Capital and Investment Strategy is included at Appendix 17 and reflects the requirements of the Prudential Code including for the Chief Finance Officer to report explicitly on the deliverability, affordability and risks associated with the Strategy.

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

#### Capital Programme

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

3.4.4 Capital expenditure can be funded from Revenue, Capital Receipts, Capital Grants, Internal or External Borrowing. External Borrowing is used to manage the cashflow requirements of the Council and whilst it is used to finance the capital programme, it is not linked to individual projects. Details of the Council's expected borrowing for 2021/22 are included in the Treasury Management suite of strategies which are scrutinised by the Accounts, Audit and Risk Committee and included in Appendix 18. These were reviewed in draft form and were recommended to the Executive at the meeting on 20 January 2021.

3.4.5 Table 12 below details the capital investments proposed for 2021/22 (detailed proposals can be found in Appendix 15). Where these result in a revenue cost or savings, these have been adjusted for in the Net Cost of Services. A list of all

proposals in the full capital programme is set out in Appendix 16. The financial implications of these are incorporated into the MTFS.

Table 12 – Capital Bids 2021/22 through to 2025/26

Directorates	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total Project Cost £000
Commercial Development, Assets & Investments	812	1,370	0	0	0	2,182
Commercial Development, Assets & Investments	800	0	0	0	0	800
Environment & Place	1,340	244	0	0	0	1,584
<b>Grand Total</b>	<b>2,952</b>	<b>1,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,566</b>

3.4.6 The Council has developed a Property Investment Strategy (Appendix 19). This provides a high-level strategic approach, setting out a framework and the criteria against which any expansion or substantial capital investment in the Council's property portfolio will be assessed.

### 3.5 Reserves

3.5.1 Reserves are held to ensure the Council can manage and mitigate current and future risk and spending plans. The Council has carried out a comprehensive review of its reserves as part of the Budget and Business Planning Process and has developed a new reserves policy attached at Appendix 12. This has enabled the Council to hold larger, more strategic reserves, rather than smaller earmarked reserves and will allow the Council to use its reserves in a more flexible manner. The Council will regularly review its level of reserves to ensure they remain adequate and appropriate and will be monitored throughout 2021/22.

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

Table 13 – Forecast Use of Reserves

	Forecast Balance 1 April 2021 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Expected Balance 1 April 2026 £000
General Balances	(5,000)	0	0	0	0	0	(5,000)
Earmarked Reserves	(16,312)	(389)	(1,064)	3,515	(1,620)	(1,620)	(17,489)
Revenue Grants	(24,690)	22,001	350	216	0	0	(2,122)
Capital Reserves	(1,717)	0	0	0	0	0	(1,717)
<b>TOTAL RESERVES</b>	<b>(47,718)</b>	<b>21,612</b>	<b>(714)</b>	<b>3,732</b>	<b>(1,620)</b>	<b>(1,620)</b>	<b>(26,328)</b>

3.5.3 A risk assessment has been carried out on the level of general balances that CDC holds which is detailed in Appendix 13. This sets out that CDC should hold general balances of £5m. The review of reserves referred to above has enabled the Council to hold a £5m general balance in 2021/22 in line with the risk assessment.

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

## 3.6 Medium Term Financial Strategy

### Proposed Changes to Local Government Funding 2022/23 and beyond

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

#### Business Rates Retention Consultation

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

- the baseline be reset – this would impact CDC significantly as the Council has been consistently collecting above the baseline and retaining 50% of that growth under the current retention scheme. The Council is assuming a reset is introduced in 2022/23, which will significantly reduce the level of resource available to the Council.

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

### **Fair Funding Review Consultation**

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

### **MTFS Funding Gap**

3.6.4 The MTFS as presented in the table below represents the likely scenario without the benefit of any national transition funding to compensate for the loss of funding following a business rates reset. Planning on this basis is both prudent and sensible and ensures that the Council can respond to any changes coming forward and remain financially sustainable. It is important to note that 2021/22 reflects a balanced budget although this does include the planned use of one-off funds from some earmarked reserves. The net use of reserves in 2021/22 is shown above in Table 14 (£21.6m). A full schedule of the use of reserves can be found in Appendix 14. For 2022/23 an ongoing funding gap has been identified and the Council has established a strategy that will shape how it looks to review opportunities to reduce this gap and balance the budget in 2022/23.

3.6.5 Table 14 below sets out the Council's future funding estimates. There remains much uncertainty regarding this position over the medium term with the upcoming changes proposed relating to the Fair Funding Review, Business Rates and the New Homes Bonus. However, estimates are based on the most recent information available from the Government which forecasts the effects of these changes to be in the region of a 30% reduction in funding. This is a result of:

- the phasing out of New Homes Bonus beyond legacy payments and the one-off payment in relation to growth in 2020/21 payable in 2021/22
- the business rates baseline reset and growth at 1% thereafter (the Council has grown business rates significantly in recent years and this baseline reset results in the Council losing the benefit of this growth)
- the cessation of Revenue Support Grant, with the exception of the one-off payment in 2021/22
- Council Tax increases of £5 per annum with on average 1.6% annual growth of the Council tax base from 2022/23

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

3.6.6 The MTFs indicates that, with all of the assumptions around national funding changes, CDC will have a gap between its net budget requirement and its funding as shown in Table 14.

3.6.7 Table 14 also does not take account of any future spending reviews for local government as a whole where, along with our peers across all tiers of local government, CDC need to provide evidence and arguments about the totality of funding for CDC services. CDC has always taken an active role in these reviews and will continue to do so both on an individual Council basis but also through our professional bodies and professional peer groups including the District Council Network (DCN), the Local Government Association (LGA) and SDCT (Society of District Council Treasurers).

Table 14: MTFs 2021/22 – 2025/26

MTFS Movements	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Base budget brought forward	25,604	0	0	0	0
Service Pressures	2,724	(3,384)	(619)	370	12
Service Savings Proposals	(4,363)	(592)	(142)	(134)	1
Capital Impact	(107)	(43)	45	0	0
Corporate changes	(1,608)	4,941	(1,836)	(389)	45
Inflation	101	493	494	494	495
Use of reserves	1,853	(4,083)	321	0	0
Additional government grants	(1,830)	1,830	0	0	0
<b>Net Budget Requirement</b>	<b>22,374</b>	<b>(838)</b>	<b>(1,737)</b>	<b>341</b>	<b>553</b>
Revenue Support Grant	(116)	116	0	0	0
Council Tax	(7,682)	(403)	(428)	(448)	(405)
Business Rates	(10,153)	5,726	(409)	(457)	(446)
New Homes Bonus	(4,423)	2,656	1,767	0	0
<b>Total Income</b>	<b>(22,374)</b>	<b>8,095</b>	<b>930</b>	<b>(905)</b>	<b>(851)</b>
<b>Funding Gap / (Surplus)</b>	<b>0</b>	<b>7,257</b>	<b>(807)</b>	<b>(564)</b>	<b>(298)</b>

## **How we Plan to Address the MTFFS Gap**

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

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

## **Financial Resilience Assessment**

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

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

3.6.11 Due to the impact of COVID-19, the publication of the Financial Resilience Index based on 2019/20 data has only recently been published.

3.6.12 Whilst acknowledging that the Council does have reasonably high levels of debt compared to statistical neighbours, the repayment of this is factored into the MTFFS. The Council's level of reserves is in a positive position compared to other similar authorities. The Council's biggest financial risk is the business rates reset which the Council is planning for. Taking these into account it is in a relatively stable position.

## **3.7 Climate Action**

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

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

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

3.7.3 Proposals were identified that will help reduce carbon emissions, particularly those involving service digitalisation. Potential reductions come from reduced staff mileage where services are delivered remotely, a decrease in energy consumption due to a reduced property footprint, and fewer emissions related to print and delivery from digitising publications. Direct reductions are also identified in the rephasing of LED lighting projects, which will deliver an additional reduction in carbon emissions of 13.44 tonnes of CO<sub>2</sub>e per year.

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

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

## **4.0 Conclusion and Reasons for Recommendations**

4.1 This report is the culmination in the Budget and Business Planning process and provides information. It sets out the Executive's proposed budget for 2021/22, the MTFS to 2025/26 and capital programme to 2025/26 together with a number of strategies and policies that the Council is required to approve for the 2021/22 financial year.

## **5.0 Consultation**

5.1 CDC undertook a comprehensive consultation on its budget savings proposals for 2021/22. The revenue budget savings proposals were consulted on between 8 December 2020 and 8 January 2021. The public and businesses were given the opportunity to provide feedback on all savings proposals indicating whether they



were supported or not. Additionally, comments explaining why savings proposals were supported or not could also be provided. Responses were received from 383 people and organisations. The responses to the consultation have been considered in arriving at the final proposals contained within this report. A summary of the consultation responses is contained in Appendix 8.

- 5.2 The Budget Planning Committee considered the revenue budget pressures and savings proposals in a report on 15 December 2020. The Budget Planning Committee met on 5 January 2021 to consider the capital bids and slippage from 2020/21. Its comments have been taken into account in arriving at these proposals and are summarised in Appendix 9.
- 5.3 The Accounts, Audit and Risk Committee considered and recommended to full Council the Treasury Management Strategies and the associated Appendices on 20 January 2021.
- 5.4 The Overview and Scrutiny Committee considered the Business Plan on 12 January 2021.

## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: To reject the current proposals and make alternative recommendations. If alternative recommendations are agreed for 2021/22 the Council will not be aware of the medium-term implications of these options.

## **7.0 Implications**

### **Financial and Resource Implications**

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

Through setting tax levels in accordance with the recommendations, the tax set should raise the amount required to be met from the Collection Fund to pay the precepts to Oxfordshire County Council and Police and Crime Commissioner for Thames Valley as well as to meet this Council's demand, which includes local precepting authority precepts.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845,

[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk)

### **Legal Implications**

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

Comments checked by:

Chris Mace, Solicitor, 01295 221808, [christopher.mace@cherwell-dc.gov.uk](mailto:christopher.mace@cherwell-dc.gov.uk)

### **Risk Implications**

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

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes, [louise.tustian@cherwell-dc.gov.uk](mailto:louise.tustian@cherwell-dc.gov.uk), 01295 221786

### **Equality and Diversity Implications**

- 7.4 The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.
- 7.5 In developing budget and business planning proposals, all services have considered the potential impact of change with respect to equality, diversity and inclusion, in line with our new framework: Including Everyone. Where a potential material service impact has been identified, an initial Equality Impact Assessment has been completed and these are available as background papers to this report. An overarching summary impact assessment, taking into account the overall impact of the budget proposals is published as Appendix 7.

Comments checked by:

Robin Rogers, Head of Strategy, 07789923206, [robin.rogers@cherwell-DC.gov.uk](mailto:robin.rogers@cherwell-DC.gov.uk)

## **8.0 Decision Information**

**Key Decision** N/A as not an Executive report

**Financial Threshold Met:** N/A

**Community Impact Threshold Met:** N/A

### **Wards Affected**

All

## **Links to Corporate Plan and Policy Framework**

All

### **Lead Councillor**

Cllr Tony Illott, Lead Member for Financial Management and Governance

## **Document Information**

### **Appendix number and title**

- Appendix 1 – Business Plan
- Appendix 2 – Statutory Report by the Director of Finance (Chief Finance Officer) including the Financial Management Code Self-Assessment
- Appendix 3 – Savings Proposals
- Appendix 4 – Revenue Pressures
- Appendix 5 – Revenue Impacts of Capital
- Appendix 6 – Fees and Charges Schedule
- Appendix 7 – Equality Impact Assessment
- Appendix 8 – Consultation Responses Report
- Appendix 9 – Budget Planning Committee Responses to Budget Proposals
- Appendix 10 – Gross Service Budget, Income, Net Budget and Future Years MTFS Changes by Directorate
- Appendix 11 – Revenue Grants
- Appendix 12 – Reserves Policy
- Appendix 13 – Reserves Assessment
- Appendix 14 – Forecast Use of Reserves
- Appendix 15 – Capital Bids
- Appendix 16 – Capital Programme
- Appendix 17 – Capital and Investment Strategy
- Appendix 18 – Treasury Management Strategy
- Appendix 19 – Property Investment Strategy
- Appendix 20 – Pay Policy Statement
- Appendix 21 – Calculation of Council Tax Requirement
- Appendix 22 – CDC Council Tax in Parishes
- Appendix 23 – Total Council Tax by Band in each Parish

### **Background papers**

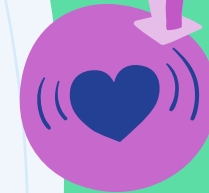
Equality Impact Assessments of Savings Proposals

### **Report Author and contact details**

Joanne Kaye, Strategic Finance Business Partner, 01295 221545,  
[joanne.kaye@cherwell-dc.gov.uk](mailto:joanne.kaye@cherwell-dc.gov.uk)

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# Cherwell District Business Plan 2021-2022



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

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

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

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

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

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

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

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



Councillor Barry Wood  
Leader of Cherwell District Council



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Our priorities:

## Housing that meets your needs



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



## Leading on environmental sustainability



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

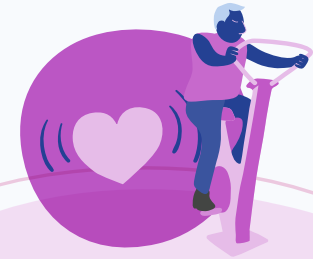
## An enterprising economy with strong and vibrant local centres



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



## Healthy, resilient and engaged communities



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



## Delivery themes:

### Customers

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



### Healthy Places

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



### Climate Action

Transform our organisation to deliver its carbon neutral commitments.



### Continuous Improvement

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



### Partnerships

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



### Covid-19 Recovery

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



### Including Everyone

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



## Performance Management Framework

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

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

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



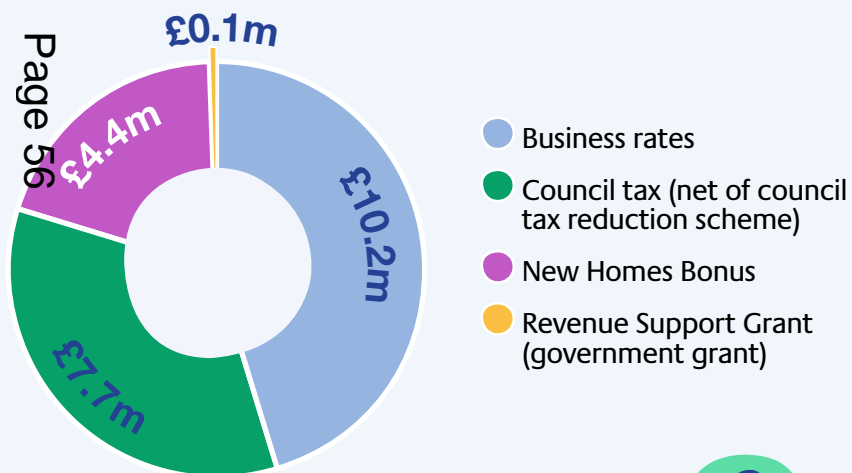
# Council funding



## Where our money comes from

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

## 2021/22 funding sources



## How we generate income

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



# Contact us



## Get in touch

Did you know you can access council information and services around the clock at [www.cherwell.gov.uk](http://www.cherwell.gov.uk)

Email: [customer.services@cherwell-dc.gov.uk](mailto:customer.services@cherwell-dc.gov.uk)

Find and email your ward councillor here: [www.cherwell.gov.uk/find-member](http://www.cherwell.gov.uk/find-member)

Phone: 01295 227001

## Write:

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**Cherwell**  
DISTRICT COUNCIL  
NORTH OXFORDSHIRE



## **Local Government Act 2003: Section 25**

### **Report by the Director of Finance (Chief Finance Officer)**

#### **Background**

1. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report to it on the following matters:
  - The robustness of the estimates made for the purposes of the (council tax requirement) calculations
  - The adequacy of the proposed financial reserves
2. The council is required to have due regard to this report when making decisions on the budget. The law expects councillors to consider this advice and not set it aside lightly.
3. In expressing my opinion, I have considered the financial management arrangements and control frameworks that are in place, the budget assumptions, the adequacy of the Budget & Business Planning process, the financial risks facing the council and the level of total reserves.
4. Section 25 of the Local Government Act 2003 concentrates primarily on the uncertainty within the budget year (i.e. 2021/22). However, future uncertainties, particularly around the delivery of savings and the increasing pressures in demand driven services also inform the need for reserves and balances in the medium term.

#### **Financial management arrangements and control frameworks**

5. The council received an unqualified opinion for the Authority in 2018/19 and expects the same for 2019/20. In respect of securing value for money, the conclusions are based on whether the organisation has proper arrangements in place for securing financial resilience and for challenging how it secures economy, efficiency and effectiveness. The council received an unqualified value for money conclusion for 2018/19 and expects the same for 2019/20.
6. The council has good governance arrangements in place. The Director of Finance has responsibility for ensuring that an effective system of internal control is maintained to provide an assessment of the current position across the whole council and identifying areas for improvement where appropriate. Areas for improvement are reported to Accounts, Audit & Risk Committee and monitored in year through the Corporate Governance Assurance Group.
7. The Code of Practice for Financial Management (the FM Code) was introduced by CIPFA in November 2019. The Code clarifies how Chief Finance Officers should

satisfy their statutory responsibility for good financial administration as required in Section 151 of the Local Government Act 1972. Full compliance with the FM Code is expected for 2021/22. Annex 1 below sets out a compliance assessment against the Code's standards. All but one of the 19 Standards have been assessed as Green meaning that compliance can be evidenced. The actions arising from the one amber rating are expected to be achieved by 1 April 2021. Where relevant, proposed further actions that can be taken to enhance compliance have been included in the assessment. The assessment will also be used to help inform the council's Annual Governance Statement (AGS) which will be published alongside the Statement of Accounts.

8. Financial Management remains a key focus. A new financial system is due to be implemented in April 2021 and as part of the project, training to support effective financial management performance across the council is a key component. The new ways of working will become embedded in 2021/22 and will continue to be developed in line with other organisational change.

### **Financial Impact of COVID-19**

9. Since March 2020, the pandemic has required local authorities to make rapid adjustments to meet new demands and to step up work in critical frontline services. These new and increased demands have resulted in significant additional expenditure. At the same time, council income streams have been severely damaged by lockdowns and other restrictions. During 2020/21, additional funding has been provided from central Government to help councils with the financial impact of COVID-19, however this has not matched projected additional costs and loss of income for the year.
10. Given the legal duty councils have to balance their budgets each year and act to avoid the possibility that expenditure might exceed available income in any year, in July 2020, the Executive asked Officers to address the potential overspend arising from COVID-19. A revised budget addressing the potential overspend taking into account expected additional funding received from government was agreed by Council on 7 September 2020. The revised budget ensured a balanced position for 2020/21 could be achieved and that budgets to meet the additional costs of COVID-19 were agreed to enable effective budget management.
11. The financial impact of COVID-19 will clearly extend beyond 2020/21 into 2021/22 and the medium term. To support the ongoing impact, there is £2.8m available in the COVID-19 contingency in 2021/22.

### **Budget Assumptions**

12. The formation of the 2021/22 budget and indicative budgets for the following four years to 2025/26 have allowed for best estimates of the total financial envelope over the medium term taking into account anticipated unavoidable pressures plus investments and the savings then required to match the funding available. In forming

the estimates various assumptions have been made. The main assumptions together with an assessment of their risk are set out below:

- a) Funding assumptions – General Government funding by way of the Settlement Funding Assessment for 2021/22 has been notified by MHCLG as part of the Local Government Finance Settlement. Where specific government grants have been notified, these are reflected in the Medium Term Financial Strategy (MTFS). New one-off grants for 2021/22 for collection fund deficit compensation and sales fees and charges have not been included within the budgetary assumptions as they have not been confirmed. They will be available to support the budget in 2021/22 when announced.

Beyond 2021/22, there is no certainty in terms of local government finance. This makes it difficult to plan for the medium term. Details and assumptions have been set out in the Revenue Budget Strategy at Section 3.2.

A Band D Council Tax increase of £5 is proposed for 2021/22 (within the referendum limit confirmed in the Local government Finance Settlement) and across the medium term. This is a 3.7% increase in the Council's element of Council Tax.

Business rates forecast income for 2021/22 is based on the statutory NNDR1 return. It is assumed that all growth will be removed when the business rate baseline is reset, now forecast to be in 2022/23, at the same time as the introduction of the proposed 75% Business Rates retention scheme.

Due to the impact of COVID-19, the increase in taxbase for 2021/22 was lower than the assumptions in the 2020/21 MTFS, with an actual increase of 0.1% Band D equivalent properties compared to 2.73% forecast in the 2020/21 MTFS. The cause is due to both an increase in the number of council tax support claimants plus a slowing in the rate of house building. On the expectation that these effects will end after 2021/22, an increase of 1.7% is assumed for 2022/23 and across the medium term.

The collection fund position reflects the high collection seen in 2019/20 prior to the pandemic and assumptions on collection for 2020/21 based on latest information and estimated collection for 2021/22. The Government has mandated that losses in 2020/21 will need to be spread over three years to 2023/24. The deficit of £0.1m will need to be accounted for in both 2022/23 and 2023/24. The council will be eligible for 75% compensation for collection fund losses which the Government announced as part of the Local Government Finance Settlement. A COVID-19 reserve of £1.6m has been established to provide a contingency for further losses in 2022/23.

- b) Inflation – The Spending Review 2020 set out that public sector pay rises would be paused for 2021/22. However, those earning less than £24,000 would receive a minimum £250 increase. Whilst the Government cannot impose this restriction on local government, as pay is determined between the employers and unions, it is not

expected that any increase will be agreed. The budget includes a corporate inflation contingency of £0.5m which will also be used for the impact of the increase for employees earning less than £24,000.

Contract inflation is provided for at 2%. Whilst there has been some volatility in the last year primarily due to the impact of COVID-19, inflation has now been below the target rate of 2.0% for 17 consecutive months. The latest figures from December 2020 show decreases from the previous year, with RPI and CPIH at 1.2% and 0.8% respectively (compared to 1.8% and 1.4% respectively in December 2019). No inflation is built in for other categories of spend, however, a 1% inflation uplift on other areas of spend only equates to £0.4m so alongside the increases built in for contracts, there should be no inflationary pressure in 2021/22.

- c) 2020/21 Forecast Outturn – The Council's forecast financial position up to the end of December shows a forecast overspend of £0.4m. This is made up of a £3.7m overspend related to net COVID-19 costs, offset by a (£3.3m) underspend on business as usual costs.

The forecast total cost of COVID-19 of £7.2m for 2020/21. This is a combination of additional costs and loss of income arising from the impact of the COVID-19 pandemic on Council services. This is partially met by COVID-19 support grant funding of £2.1m and an estimated grant of £1.4m to partially meet income losses. This reduces the net in-year COVID-19 pressure to £3.7m.

- d) Treasury Management – all existing debt is under fixed interest rates so is not subject to interest rate variation and the MTFs assumes an extension of the strategy to borrow internally up to a maximum of £61.6m. The Council has a Capital Financing Requirement of £282.0m which debt will remain below. Debt at 31 March 2022 is forecast to be £222.9m. The Council has assessed that its Authorised Limit for External Debt for 2021/22 will be £300m. A large proportion of the borrowing costs will be met by additional income streams. Additionally, all borrowing costs have been included in the Budget and MTFs so the Council is able to understand the overall commitments required on it over the medium term.

The proposed MTFs assumes the bank rate will remain at 0.10% during 2021/22 and across the medium term. Based on market rates, the target in-house rate of return is 0.09% for 2021/22.

The Council makes loans to organisations that help to deliver the priorities of the Council. Risk assessments of default against these loans are made to determine an upper limit that the Council is prepared to provide across different classes of borrower. For 2021/22 the proposed limit of loans the Council can provide is £84.6m, of which £83.3m would be to subsidiaries of the Council.

- e) Capital Programme – the proposed Capital Programme has a balanced funding position over the 5- year period to 2025/26 with required borrowing costs being

reflected in the MTFS. The total capital programme is £29.6m, of which £22.8m is expected to be spent in 2021/22.

### Budget & Business Planning Process

13. The Budget & Business Planning process is well established. The construction of the budget and examination of the budget proposals has been subject to challenge by the Directorate Leadership Teams, the council's leadership team and the Director of Finance. There has been engagement with the Executive, the Political Group Leaders as well as a number of member engagement and briefing sessions.
14. Budget Planning Committee considered the revenue savings and pressures at their meeting in December 2020. In January 2021, the Committee considered the Capital & Investment Strategy plus capital bids and slippage from 2020/21. A further meeting in January considered the Review of Charges. Comments from these meetings were considered by the Executive. In addition, the Accounts, Audit and Risk Committee considered and recommended to full Council the Capital & Investment Strategy and Treasury Management Strategy in January 2021.
15. A public consultation on the budget was also held over a five-week period which closed on 8 January 2021. 383 online survey responses were received as well as five written responses. Scrutiny of the budget savings has also been considered from an equalities perspective.

### Financial Risks

16. Given the reductions in government grant funding, the limits placed on the level of Council Tax increases, the continuing impacts of COVID-19, the growing unavoidable pressures and the need to deliver savings, the budget will inevitably contain a degree of risk. The key risks are set out in the following paragraphs. However, to help manage the impact of financial risk, a new corporate contingency is proposed. The level of corporate contingency for 2021/22 is £3.5m. The corporate contingency budget is held to cover;
  - financial impacts as a result of the ongoing impact of COVID-19
  - the risk that inflationary pressures are higher than forecast;
  - additional hardship related schemes due to the impact of COVID-19
  - the impact of pay increase for those earning less than £24,000 and any potential pay award; and
  - the risk that proposed savings are not achieved in full.
- a) COVID-19 –The impact of COVID-19 on public health, the economy and services will be a continuing and emerging situation throughout 2021/22 and over the medium term. This will present several risks to the council including:
  - Insufficient market capacity to meet demand;
  - Sustainability of existing contracts for supply of works, goods and services;
  - Increase in price for goods and services;
  - Reduced capacity and availability in the supply chain creating delays in delivery;

- Workforce availability, recruitment and retention;
  - Reduced income.
- b) Achievement of planned savings – the council has limited experience of delivering significant savings programmes. However, it has succeeded in identifying and delivering the in-year savings required from its Revised Budget for 2020/21. Progress against delivery of savings will be reported to the Executive monthly as part of the Performance, Risk and Finance Monitoring Report. Ongoing savings in the existing and proposed MTFs which are required to be delivered up to 2025/26 total £5.2m.
- c) Implications new trading arrangements with the EU – Whilst the UK has new trading arrangements in place with the EU, the full impact of these are not likely to be fully appreciated until the end of the COVID-19 pandemic. The possibility of continued lower imports and exports coupled with increased costs remain a risk to the UK economy. If the roll out of the COVID-19 vaccine to the majority of adults in the UK is completed by the second half of 2021, then it is forecast that the UK economy will recover to its pre-pandemic level by mid-2022.
- d) Local Government Funding – changes to the local government funding regime could create significant financial challenges to the Council. Uncertainty around the future of New Homes Bonus and the anticipated Fair Funding Review as well as the expected business rates reset in 2022/23 could have significant financial consequences on the level of resources available to the Council. The 2020 Spending Review was for one year only; the approach of the 2021 Spending Review to aid the national economic recovery and how it will impact on the overall cash envelope available for local government funding is also uncertain.

### **Level of total reserves**

17. The Reserves Policy at Appendix 11 sets out the council's policies underpinning the maintenance of a level of general balances and earmarked reserves. As well as holding a contingency budget, general balances are also held to ensure that a major incident or emergency can be managed without impacting on other services. In reaching the decision on the level of balances I feel are appropriate to be held for 2021/22, I have considered the strategic, operational and financial risks facing the authority including the ability to deliver planned savings, as well as external risks such as further economic shocks. The recommended level of balances for 2021/22, based on the risk assessment is £5m.
18. Earmarked reserves are also held for specific planned purposes. In assessing the appropriate level of reserves, a comprehensive review has been undertaken to determine if they are both adequate and necessary. The Reserves Policy sets out the details of that review.

**Assurance Statement of the Chief Finance Officer**

19. The proposed budget for 2021/22 and Medium Term Financial Strategy to 2025/26 addresses the demand pressures and impacts of COVID-19 which are expected to continue into the medium term.
20. Whilst the 2021/22 budget is balanced, there remains a significant gap between estimated spend and funding streams for 2022/23. This is due to the uncertainty of funding pending the next Spending Review and future of New Homes Bonus funding alongside the implementation of the new needs led funding formula and business rates reset. Therefore, the council needs to maintain focus on financial sustainability and producing a balanced budget over the medium term.
21. The risks in the 2021/22 budget are predominantly in relation to the uncertainty and impact of COVID-19. To help mitigate this a contingency budget of £3.5m is available, of which £2.8m has specifically been included in relation to COVID-19.
22. The control environment and associated processes in place are robust. Financial management has been reviewed and actions are in place to strengthen this.
23. I believe the level of the council's total reserves are sufficient to provide both general balances to manage the impact of unexpected events in line with the risk assessment; and the setting aside of earmarked reserves to meet known or anticipated liabilities.
24. Therefore, I am satisfied that the budget proposals for 2021/22 recommended by the Executive are robust.

**Lorna Baxter, Director of Finance**

10 February 2021



## Annex 1 – Summary Financial Management Code Assessment

Ref	CIPFA Financial Management Standards	Current Status	Further Work	Status
1.	<b>Responsibilities of the CFO and Leadership Team</b>			
A	The leadership team is able to demonstrate that the services provided by the authority provide value for money	All services reviewed to ensure being delivered efficiently and appropriate savings identified. All tenders consider VfM by considering the quality of service and not just price..	Develop a statement of how proposals in Executive Reports will deliver value for money where appropriate	
B	The authority complies with the CIPFA “Statement of the Role of the CFO in Local Government”	The CFO is qualified accountant with significant experience working as an active member of the leadership team. The CFO is a member of CEDR (Chief Executive Direct Reports) and has an influential role with members of the Cabinet, Audit & Governance Committee and lead opposition members.	Set out clear statement of roles and responsibilities of CFO, CEDR and the Exec.	
	<b>Governance and Financial Management Style</b>			
Page 65	The Leadership Team demonstrates in its actions and behaviours responsibility for governance and internal control	The Corporate Governance and Assurance Group (CGAG) exists to ensure good governance and internal control, including driving the production of the Annual Governance Statement (AGS) and Action Plan through the completion of Professional Lead Statements and engagement with Corporate Directors.	CGAG to continue to establish itself and enhance its workload including driving consistency across the partnership between the County Council and CDC.	
D	The authority applies the CIPFA/SOLACE “Delivering Good Governance in Local Government: Framework (2016)”	Annual Governance Statement includes audit opinion on effectiveness of internal control environment and systems of internal control.	Continue to enhance and develop the AGS through CGAG.	
E	The Financial Management style of the authority supports financial sustainability	The Council has adopted a Business Partnering model that supports managers to deliver financially sustainable services by providing strategic advice and support. This is underpinned by a Corporate Function that manages the strategic financing issues and	Continue to develop the skills of managers to ensure that they have access to performance and financial information that enables them to deliver services that are financially sustainable.	

Ref	CIPFA Financial Management Standards	Current Status	Further Work	Status
		provides the budget setting and accounting framework for the organisation.		
<b>3. Long to Medium-Term Financial Management</b>				
F	The authority has carried out a credible and transparent financial resilience assessment	A Financial Resilience assessment is included within the Budget Documents. The assessment is consistent with the Medium-Term Financial Strategy (MTFS) assumptions.		
G	The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members	MTFS far more transparent than in previous years clearly outlining the financial challenges facing CDC in the Budget and Business Planning Process 2021/22 – 2025/26 Report	Continue to update CEDR and the Executive throughout year and within Budget/MTFS documents	
H	The authority complies with the CIPFA “Prudential Code for Capital Finance in Local Authorities”	Capital Strategy is produced. Quarterly Treasury Management monitoring considered at the Accounts, Audit and Risk Committee.	Develop a profiled three-year capital programme. Provide quarterly TM and Prudential Indicator updates as part of monitoring reports.	
	The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans	CDC has an Integrated Business Planning and Budget Process with a five year MTFS.	Ensure services aware of future savings plans committed to and savings are implemented.	
<b>4. The Annual Budget</b>				
J	The authority complies with its statutory obligations in respect of the budget setting process	The Council produces its annual balanced budget and supporting documentation.		
K	The budget report includes a statement by the CFO on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves	S25 report accompanies the suite of Budget documents. Enhanced by including an assessment of readiness for implementing the FM Code		
<b>5. Stakeholder Engagement and Business Plans</b>				
L	The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget	Significant consultation on the 2021/22 budget proposals as well as ensuring carry out the statutory business rate payers consultation.	Continue with corporate and directorate consultation – consider developing clear priorities that focus on providing services within resources available.	

Ref	CIPFA Financial Management Standards	Current Status	Further Work	Status
M	The authority uses an appropriate documented options appraisal methodology to demonstrate the value for money of its decisions	A business case is required for all capital schemes which sets out alternative options, the reasons for discounting them and benefits of progressing with the scheme. All tenders consider VfM by considering the quality of service and not just price – the appraisal process is documented.	Agree consistent business case templates from outline through to full across the partnership between the County Council and CDC for both revenue and capital schemes.	
<b>6. Monitoring Financial Performance</b>				
N	The Leadership Team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability	The monthly Performance, Risk and Financial Monitoring Report to Executive enables CEDR and Executive to respond to emerging risks – the effectiveness was evidenced during 2020/21 as the Council agreed an in-year budget to respond to the financial impact of COVID-19.	The Capital Programme monitoring element requires enhancement to better reflect performance and the delivery of outcomes linked to the completion of capital schemes.	
Page 67.	The Leadership Team monitors the elements of its balance sheet that pose a significant risk to financial sustainability	Developing processes to monitor key balance sheet items.	Embed budget monitoring to include key balance sheet items including reserves and balances and debtors.	
<b>7. External Financial Reporting</b>				
P	The CFO has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the “Code of Practice on Local Authority Accounting in the United Kingdom”	The annual accounts are produced in compliance with the CIPFA Code.		
Q	The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions	CEDR and Executive consider outturn report and year end variances enabling strategic financial decisions to be made as necessary.		

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CDC 21/22 Savings Proposals - Adults & Housing								
Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV008	Existing	Saving from joint commissioning of debt and money advice	(15)					(15)
SAV2107	New	The Housing Service will be reviewed and redesigned to increase income generation, reduce overheads, release reserves and restructure the establishment in line with service priorities.	(433)					(433)
SAV2108	New	A reduction in overheads within Housing and restructure the debt and money advice contract.	(48)					(48)
SAV2112	New	Ensure that civil penalties are rigorously imposed and recovered in all appropriate cases in order that income is maximised.	(40)					(40)
<b>Adults &amp; Housing Total Savings Proposals</b>			<b>(536)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(536)</b>

CDC 21/22 Savings Proposals - Public Health & Wellbeing								
Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV022	Existing	Reduce the support to the Museum to reflect their ability to begin charging for events.				(13)		(13)
SAV2132	New	Restructuring of the Healthy Place Shaping team.	(117)					(117)
SAV2119	New	Maintain the core grant to Banbury Museum but review additional support for utility costs that the Museum Trust will become responsible for.	(48)					(48)
SAV2122	New	Correction of revenue budget to better reflect costs across all leisure facilities.	(12)					(12)
SAV2115	New	Delivering Sports and Physical Activity in new ways and working in partnership to reduce the amount spent on venue hire, external coaches and equipment.	(31)					(31)
SAV2128	New	Additional income from Oxfordshire County Council to pay for administering the Councillor Priority Fund.	(23)					(23)
SAV2124	New	Reduce the grant payment to The Mill Arts Centre Trust.	(65)					(65)
SAV2116	New	Developing new models of delivery to make more use of the Youth Activators in school holidays.	(20)					(20)
SAV2123	New	Working with partners to make Stratfield Brake more accessible and need less subsidy to operate well.	(45)	(4)				(49)
SAV2117	New	One-off reduction in the cost of the leisure contract linked to repairs and maintenance requirements.	(400)	400				0
SAV2118	New	Income generation from sports pitches.	(29)	(5)				(34)
SAV2127	New	Provide Community First Oxfordshire with core grant only (for provision of rural community and new community development advice services) and reviewing funding available for community partnership initiatives.	(19)					(19)
SAV2199	New	Review funding to the Citizen's Advice Volunteer Connect service. Deliver some elements of reshaped service in house.	(18)					(18)
<b>Public Health &amp; Wellbeing Savings Proposals Total</b>			<b>(827)</b>	<b>391</b>	<b>0</b>	<b>(13)</b>	<b>0</b>	<b>(449)</b>

CDC 21/22 Savings Proposals - Commercial Development Assets & Investments								
Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2105	New	Increase income from licensing and chargeable work in Environmental Health.	(30)					(30)
SAV2133a	New	Establish a joint CDC/Oxfordshire County Council Property Service by sharing resources and functions. Efficiency savings are expected to be identified through the transformation and efficiency project.	(304)	(76)				(380)
SAV2133b	New	Temporarily reduced spend on utilities due to reduced occupancy of Bodicote House.	(30)		30			0
SAV2133c	New	Savings arising from closure of the Stables Café.	(59)					(59)
SAV2133d	New	Removal of planned LED lighting project at Bodicote House. This has been replaced with LED lighting projects across other properties.	(16)	(61)	120			43
SAV2173	New	Replace agency with contracted staff; increase External Income from Developers in Legal.	(100)					(100)
SAV2139	New	Removal of previously agreed project review funding within Growth and Commercial.	(16)		16			0
SAV2140	New	Charge appropriate salary costs to Crown House.	(23)					(23)
SAV2141	New	Removal of vacant post within Growth and Commercial.	(11)	2	2	1	1	(5)
<b>Commercial Development Assets &amp; Investments Savings Proposals Total</b>			<b>(589)</b>	<b>(135)</b>	<b>168</b>	<b>1</b>	<b>1</b>	<b>(554)</b>

CDC 21/22 Savings Proposals - Customers, Organisational Development & Resources								
Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2138	New	Removal of legal budget no longer required within Finance.	(20)					(20)
SAV2198	New	One-off reduction in contract costs due to expectation that stretch performance targets unlikely to be met for one year.	(114)	114				0
SAV2158	New	To reduce the annual budget of Computer Hardware Expenses due to a reduced hardware demand currently.	(1)					(1)
SAV2159	New	To increase the Land Charges income by increasing our local standard search fee by £15 from £170 to £185.	(21)					(21)
SAV2160	New	To reduce the annual budget of mileage, stationery and paper due to an increased use of working from home and digital methods in customer services.	(7)					(7)
SAV2166	New	To remove the 4 Cash and Card payment machines located at the Cherwell District Council Offices in order to reduce costs associated with accepting these payments. Alternative payment options include cash payment at Post Offices, Pay Zone or banks, online, direct debit or telephone payment.	(21)					(21)
SAV2169	New	To reduce the annual budget for postage as a result of ongoing increase in use of digital methods of accessing and sending correspondence and information.	(5)					(5)
SAV2157	New	Reducing Staffing Costs within Customer Services.	(122)					(122)
SAV2167	New	To close the LinkPoint offices, and provide appointment services by phone and online, with face to face appointments at Bodicote House only.	(10)					(10)
SAV2155	New	Hold three vacancies across Communications, Strategy and Insight.	(21)	21				0
SAV2153	New	Deliver business administrative support to directors through a shared provision across Oxfordshire County Council and CDC.	(149)					(149)
SAV2154	New	Establish a charged videography and design service for external customers.	(20)					(20)
SAV2156	New	Savings achieved by reducing consultants fees, Cherwell Link moving online, no longer contributing to District Data post and various other non-pay budget lines across Communities, Strategy and Insight.	(175)					(175)
SAV2172	New	This proposal will deliver targeted savings across Digital & IT. It will require capital funding to deliver and will take 12 to 18 months to achieve.	(363)	(130)				(493)
SAV2188a	New	Service redesign in the HR Transactional Team due to the roll out of i-Trent.	(27)					(27)
SAV2188b	New	No graduate trainee will be recruited by CDC in the current round.	(16)					(16)
SAV2188c	New	Reduction in training budget. We believe this can be achieved without a significant impact because a lot of training delivery has been moved to on-line delivery reducing cost and associated travel costs.	(15)					(15)
CEDR	New	Net cost to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council.	18					18
CEDR	New	Net saving to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council.	(123)					(123)
CEDR	New	Net saving to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council.	(61)					(61)
CEDR	New	Net cost to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council.	30					30
CEDR	New	Net cost to the directorate due to the establishment of joint director roles between Cherwell and Oxfordshire County Council.	16					16
Customers, Organisational Development & Resources Savings Proposals Total			(1,227)	5	0	0	0	(1,222)

## Savings Proposals

## Appendix 3

Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV025	Existing	Increasing car parking charges.	(175)	(5)	(100)	(45)		(325)
SAV2101a	New	New repairs and maintenance contract at lower cost to current approach and service redesign.	(153)					(153)
SAV2101b	New	Rental increase for affordable homes and shared ownership properties owned by the Council.		(95)				(95)
SAV2102	New	Service redesign and review of service overheads within Growth and Economy, maximisation of grant income and review of providing funding for services that have become self-sufficient.	(213)					(213)
SAV2143	New	Growth of the bulky bin and bulk waste service has made it easier for residents to get rid of their waste with this cost effective service.	(30)					(30)
SAV2144	New	Review parking charges in car parks.	(400)					(400)
SAV2145	New	Introduce a new food waste collection service giving residents the opportunity to recycle their food waste on a weekly basis. This will reduce the amount of residual waste and increase CDC's recycling rate. Residents will still be able to subscribe to our current well used garden waste collection service, which will incur a charge from July 2021.	115	(636)	(210)	(77)		(808)
SAV2149	New	Increase charging for using public conveniences to 20p.	(15)					(15)
SAV2150	New	Mechanical sweeping in villages would be carried out annually. There would be a reduction in urban town centre late evening cleansing in the summer.	(153)					(153)
SAV2174	New	Reduction in costs from review of vacant posts in both Development Management and Planning Policy.	(114)					(114)
SAV2175	New	Reduction in consultancy budget with reprofiled work programme within Planning and Development.	(46)					(46)
SAV2185	New	A service redesign across the Planning and Development Function reducing costs and maximising the future potential for income generation.	0	(117)				(117)
<b>Environment &amp; Place Savings Proposals Total</b>			<b>(1,184)</b>	<b>(853)</b>	<b>(310)</b>	<b>(122)</b>	<b>0</b>	<b>(2,469)</b>
<b>Existing Savings</b>			<b>(190)</b>	<b>(5)</b>	<b>(100)</b>	<b>(58)</b>	<b>0</b>	<b>(353)</b>
<b>New Savings</b>			<b>(4,173)</b>	<b>(587)</b>	<b>(42)</b>	<b>(76)</b>	<b>1</b>	<b>(4,877)</b>
<b>Total Savings Proposals</b>			<b>(4,363)</b>	<b>(592)</b>	<b>(142)</b>	<b>(134)</b>	<b>1</b>	<b>(5,230)</b>

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## CDC 21/22 Pressures - Adults and Housing

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

## CDC 21/22 Pressures - Commercial Development Assets &amp; Investments

Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW017	Existing	Canalside Regeneration Feasibility	(230)					(230)
GRW005	Existing	Commercial Property Service Charges	(32)					(32)
SAV2190	New	Health and Safety works relating to Council owned properties.	100	(100)				0
SAV2192	New	Professional fees in relation to marketing and letting of retail units at Castle Quay Waterfront.	250	(250)				0
UNAV2101	New	Dilapidations budget to ensure property is maintained and improved in order to continue to generate acceptable income returns for the Council.	70	(45)				25
GRW2106	New	Funding for the Canalside Development.	100	(100)				0
SAV2193	New	Reduction in rental incomes for other Council owned properties due to Covid-19.	446	(213)	(90)	205	12	360
		<b>Commercial Development, Assets &amp; Investments Pressures Total</b>	<b>704</b>	<b>(708)</b>	<b>(90)</b>	<b>205</b>	<b>12</b>	<b>123</b>

## CDC 21/22 Pressures - Environment &amp; Place

Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW013	Existing	Waste Collection.	100		170			270

## Revenue Pressures

GRW021	Existing	Planning Policy Conservation Design.	32					32
GRW033	Existing	Kidlington masterplan delivery project	(75)	(50)				(125)
GRW031	Existing	Development Management Staff Changes	(42)					(42)
GRW040	Existing	Waste Collection – Recycling gate fee	(118)					(118)
GRW002	Existing	Growth Deal – Year 3 CDC Plan Resourcing	(13)	2	(321)			(332)
GRW2102	New	Reduction in income within the Council's vehicle maintenance and fleet management facility.	75					75
SAV2148	New	Increase in the costs of recycling.	93					93
GRW2108	New	Covid-19 has caused a delay in the Car Park Action Plan capital project.	30					30
SAV2147	New	Additional resources ensure there is no breakdown in the collection of the waste and recycling service affecting the health and well being of residents.	65					65
<b>Environment &amp; Place Pressures Total</b>			<b>147</b>	<b>(48)</b>	<b>(151)</b>	<b>0</b>	<b>0</b>	<b>(52)</b>

## CDC 21/22 Pressures - Public Health and Wellbeing

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

## CDC 21/22 Pressures - Corporate

Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV21100	New	Potential continuation of additional costs to compensate leisure for not being able to run at capacity due to Covid-19 restrictions.	700	(700)				0

## Revenue Pressures

SAV2178	New	Review of Development Management Operational Budget with lower planning application and pre-application fees expected due to the impacts of Covid-19.	275	(275)				0
SAV2151	New	Castle Quay Shopping Centre is predicting a reduction in rental income due to the impacts of Covid-19.	1,603	(1,168)	(299)	165		301
UNAV2106	New	Redundancy and PFS Cont to be funded from reserves	250	(250)				0
UNAV2104	New	Audit Fee Increase.	10					10
UNAV2105	New	Housing and Growth Deal Contribution.	52		(52)			0
LCTS	New	LCTS Hardship Fund	159	(159)				0
<b>Corporate Pressures Total</b>			<b>3,049</b>	<b>(2,552)</b>	<b>(351)</b>	<b>165</b>	<b>0</b>	<b>311</b>

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

Ref	Existing or New	Description	Total 2021/22 £000	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW014	Existing	Implementation of HR/Payroll System	(45)					(45)
GRW016	Existing	Implementation of HR/Payroll System	(8)					(8)
GRW017	Existing	Land Charges Modernisation	(20)					(20)
GRW012	Existing	Transitional Fund for CTRS	(10)					(10)
GRW011	Existing	Finance "Growing Our Own"		(12)				(12)
GRW045	Existing	HR Apprentice		(12)				(12)
UNAV2102	New	Increased contract costs due to loss of economies of scale following separation of CDC and South Northants Council.	70					70
UNAV2103	New	Net additional costs of HB Subsidy due to increasing caseload.	77					77
<b>Customers, Organisational Development &amp; Resources Pressures Total</b>			<b>64</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>

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

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## CDC 21/22 Capital Impact - Customers, Organisational Development &amp; Resources

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

## CDC 21/22 Capital Impact - Environment &amp; Place

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

## CDC 21/22 Pressures - Commercial Development Assets &amp; Investments

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

## Existing Capital Projects with Revenue Impact

			(102)	(42)	45	0	0	(99)
		<b>New Capital Projects with Revenue Impact</b>	<b>(5)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(6)</b>
		<b>Net Capital Impact</b>	<b>(107)</b>	<b>(43)</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>(105)</b>

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

# Car Parking

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

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



Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
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Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
<b><u>Banbury Long Stay (charges apply 8am-7pm. Free Parking after 7pm)</u></b>				
Riverside Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
Riverside Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
South Bar East and West Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
South Bar East and West Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
North Bar West Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
North Bar West Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
Calthorpe Street West Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
Calthorpe Street West Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			

Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
<b><u>Windsor Street Monday To Saturday</u></b>				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
Windsor Street Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.50 flat rate	£1.50			
Bolton Road Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
Bolton Road Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.50 flat rate	£1.50			
Compton Road Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
Compton Road Sunday and Bank Holidays				
0 - 1 hour	£0.80			

Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
Over 1 hour £1.50 flat rate	£1.50			
Compton Road lay over (Coaches only) - no charge	£0.00			
<b>Drop Off - Pick Up Points</b>				
Bridge Street (all week)				
0 - 30 minutes	£0.30			
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00			
Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
<b>Bicester Short Stay (Charges apply 8am-7pm. Free Parking after 7pm)</b>				
Market Square Monday To Saturday				
0 - 30 Minutes	£0.80			
0 - 1 Hour	£1.20			
Market Square Sunday and Bank Holidays				
0 - 1 Hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
Claremont Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
Claremont Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
Chapel Brook Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
Chapel Brook Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
Victoria Road Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
Victoria Road Sunday and Bank Holidays				
0 - 1 hour	£0.80			
Over 1 hour £1.00 flat rate	£1.50			
<b>Bicester Long Stay</b>				
Cattle Market Monday To Saturday				
0 - 1 hour	£0.80			
1 - 2 Hours	£1.60			
2 - 3 Hours	£2.20			
3 - 4 Hours	£2.80			
Day rate up to 7pm	£3.50			
Cattle Market Sunday and Bank Holidays				
0 - 1 hour	£0.60			
Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
<b>Kidlington Short Stay</b>				
Curtis Place (all week) - no charge	£0.00	£0.00	£0.00	0.0%
<b>Kidlington Long Stay</b>				
Curtis Place (all week) - no charge	£0.00	£0.00	£0.00	0.0%

#### BANBURY SEASON TICKET PRICES

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

7 DAY PERMIT VALID MON - SUN	TICKET PRICE 20-21	Proposed Fee 21-22
ANNUAL	£730.00	

Discretionary Fees and Charges	Fee 20-21 (Inc. VAT)	Proposed Fee 21-22 (Inc. VAT)	Actual Increase	% Increase
QUARTERLY	£200.00			
MONTHLY	£70.00			

**Note:**

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

# Public Protection, Environmental Health, Licensing

Fees and Charges	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
<b>Environmental Health, Environmental Protection and Licensing</b>					
Gambling Act Premises	Various	Various			
<b>Animal Licensing</b>					
Animal Boarding Establishment Licence	£382.50	£392.50	£10.00	2.6%	
Pet Shop Licence	£382.50	£392.50	£10.00	2.6%	
Riding Establishment Licence	£382.50	£392.50	£10.00	2.6%	
Dog Breeding Establishment Licence	£382.50	£392.50	£10.00	2.6%	
Dangerous Wild Animals Licence	£382.50	£392.50	£10.00	2.6%	
Zoo Licence	£576.00	£595.00	£19.00	3.3%	
<b>Skin Piercing, Tattooing, Acupuncture, Electrolysis etc.</b>					
Registration Fee	£104.00	£107.50	£3.50	3.4%	
Registration of Premises	£156.00	£160.00	£4.00	2.6%	
<b>Scrap Metal</b>					
Variation of scrap metal dealers licence type Collector - Dealer	£208.00	£208.00	£0.00	0.0%	
Variation of scrap metal dealers licence - Admin, change of name or replacement	£104.00	£104.00	£0.00	0.0%	
Scrap metal dealers site	£474.50	£474.50	£0.00	0.0%	
Scrap metal collectors licence	£280.50	£280.50	£0.00	0.0%	
<b>Street Trading consent charges are as follows:-</b>					
12 month period	£1,165.00	£1,165.00	£0.00	0.0%	
6 month period	£581.50	£581.50	£0.00	0.0%	
3 month period	£291.00	£291.00	£0.00	0.0%	
1 month period	£163.50	£163.50	£0.00	0.0%	
<b>Table and Chairs consent charges are as follows:-</b>					
12 month period	£15.80	£15.80	£0.00	0.0%	
<b>Private Hire and Hackney Carriage DRIVER Fees and Charges</b>					
Grant of Licence 1 Year	£116.50	£116.50	£0.00	0.0%	
Grant of licence 3 Years	£193.00	£193.00	£0.00	0.0%	
Renewal of existing licence 1 year	£98.00	£98.00	£0.00	0.0%	
Renewal of existing licence 3 years	£170.00	£170.00	£0.00	0.0%	
DBS (was CRB) check and DVLA check	£50.00	£50.00	£0.00	0.0%	
Knowledge Test	£25.50	£25.50	£0.00	0.0%	
Re take of Knowledge test	£25.50	£25.50	£0.00	0.0%	
Cost of badge/ replacement badge	£25.50	£25.50	£0.00	0.0%	
Cost of replacement paper licence	£10.70	£10.70	£0.00	0.0%	
Disability and Safeguarding Awareness Training	£50.00	£50.00	£0.00	0.0%	
English Testing	£41.00	£41.00	£0.00	0.0%	
<b>Hackney Carriage VEHICLE Fees and Charges</b>					
Grant of licence	£298.00	£298.00	£0.00	0.0%	
Renewal of existing licence	£258.00	£258.00	£0.00	0.0%	
Replacement licence plate	£20.40	£20.40	£0.00	0.0%	
Replacement bracket	£20.40	£20.40	£0.00	0.0%	
<b>Change of vehicle only</b>					
Transfer of licensee only	£112.30	£112.30	£0.00	0.0%	
Transfer of licensee only	£57.00	£57.00	£0.00	0.0%	
Change of vehicle and licensee	£42.00	£42.00	£0.00	0.0%	
<b>Private Hire VEHICLE Fees and Charges</b>					
Grant of new licence	£270.00	£270.00	£0.00	0.0%	
Renewal of licence	£250.00	£250.00	£0.00	0.0%	

Fees and Charges	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Internal Plate Replacement	£10.20	£10.20	£0.00	0.0%	
Plate or bracket replacement	£20.40	£20.40	£0.00	0.0%	
Cost of replacement paper licence	£10.70	£10.70	£0.00	0.0%	
Change of vehicle only	£102.00	£102.00	£0.00	0.0%	
Transfer of licensee only	£56.00	£56.00	£0.00	0.0%	
Change of vehicle and licensee	£127.00	£127.00	£0.00	0.0%	
<b>Private Hire OPERATOR Fees and Charges</b>			£0.00	0.0%	
Operator's Licence (one vehicle only) - 1 year	£143.00	£143.00	£0.00	0.0%	
Operator's Licence (one vehicle only) – 5 year	£132.60	£132.60	£0.00	0.0%	
For each additional vehicle	£20.40	£20.40	£0.00	0.0%	
<b>Sex Establishment Venue</b>					
Application	£1,588.00	£1,588.00	£0.00	0.0%	
Renewal	£1,052.00	£1,052.00	£0.00	0.0%	
Contaminated land enquiry	£67.50	£67.50	£0.00	0.0%	
<b>HEALTH PROTECTION</b>					
Food Export/Hygiene Certificates	£110.00	£115.00	£5.00	4.5%	
Food Hygiene Rating Scheme Rescore Visit	£276.00	£285.00	£9.00	3.3%	
Food Surrender Certificates	£123.50	£127.00	£3.50	2.8%	
Copies of Food Premises Register (a) Single Entry	£3.75	£4.00	£0.25	6.7%	
Copies of Food Premises Register (b) Full Register	£320.00	£330.00	£10.00	3.1%	
Factual Statements for Civil Proceedings	£155.00	£160.00	£5.00	3.2%	
Reports provided under the Environmental Information Regulations	£155.00	£155.00	£0.00	0.0%	
Contaminated land enquiry	£67.50	£67.50	£0.00	0.0%	
<b>Water Sampling</b>					
Large/Commercial use supplies (each assessment at £68/hour capped at £500)	£500.00	£500.00	£0.00	0.0%	
Risk assessment (each assessment at £68/hour capped at £500)	£500.00	£500.00	£0.00	0.0%	
Sampling (each visit)	£100.00	£100.00	£0.00	0.0%	
Investigation	£100.00	£100.00	£0.00	0.0%	
Granting an authorisation	£100.00	£100.00	£0.00	0.0%	
Analysing a sample:					
Taken under regulation 10	£25.00	£25.00	£0.00	0.0%	
Taken during Check monitoring	£100.00	£100.00	£0.00	0.0%	
Taken during Audit monitoring	£500.00	£500.00	£0.00	0.0%	
<b>Water Sampling Fees:</b>					
Lab Fees (Depending on criteria)	£85.50	£85.50	£0.00	0.0%	
Pools (basic swimming pool test)	£32.50	£33.50	£1.00	3.1%	
Sampling and admin cost recovery hourly rate	£44.00	£45.00	£1.00	2.3%	
Courier charge	£32.50	£33.50	£1.00	3.1%	
<b>Health Protection - Food Safety</b>					
<b>Level 2 Food Safety in Catering Course</b>					
Taught Course	£74.00	£76.00	£2.00	2.7%	
Taught - Voluntary Groups	£43.00	£44.00	£1.00	2.3%	
Taught - Unemployed	£43.00	£44.00	£1.00	2.3%	
E-learning (all level 2 courses)	£25.00	£25.00	£0.00	0.0%	
Level 2 Personal license Holder elearning and invigilated exam	£82.00	£82.00	£0.00	0.0%	
Invigilated exam resit	£26.00	£26.00	£0.00	0.0%	
Level 3 Food Hygiene Course Taught Course	£295.00	£295.00	£0.00	0.0%	
Cost recovery - Commercial & Business Support					
Basic cost recovery (qualified officer)	£69.50	£71.50	£2.00	2.9%	

Fees and Charges	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Full cost recovery (qualified officer)	£76.50	£79.00	£2.50	3.3%	
Mileage cost per mile	£0.45	£0.45	£0.00	0.0%	
Strive for 5	£250.00	£260.00	£10.00	4.0%	
SFBB Packs (without diary)	£15.25	£16.00	£0.75	4.9%	
SFBB 48 week diary refills	£14.50	£15.00	£0.50	3.4%	
SFBB Pack with 48 week diary refill	£24.00	£25.00	£1.00	4.2%	
Gambling Act 2005 – Maximum Charges are set by legislation.	Various	Various			
<b>Mobile Home Sites Fees</b>					
New Application					
1 to 10 pitches	£300.00	£300.00	£0.00	0.0%	
11 to 30 pitches	£440.00	£440.00	£0.00	0.0%	
31 to 99 pitches	£570.00	£570.00	£0.00	0.0%	
100 or more pitches	£710.00	£710.00	£0.00	0.0%	
Annual Fee					
1 to 10 pitches	£235.00	£235.00	£0.00	0.0%	
11 to 30 pitches	£300.00	£300.00	£0.00	0.0%	
31 to 99 pitches	£370.00	£370.00	£0.00	0.0%	
100 or more pitches	£440.00	£440.00	£0.00	0.0%	
Transfer/amendment	£166.00	£166.00	£0.00	0.0%	
Replacement paper licence	£11.00	£11.00	£0.00	0.0%	
Lodging rules	£57.00	£57.00	£0.00	0.0%	

## Environmental Services

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

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

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

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

# Land Charges

Fees and Charges	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Full Search Fee (LLC1 & CON29R)	£150.00	£165.00	£15.00	10.0%	Both as combination of LLC1 and CON29
Additional parcel CON29	£18.00	£18.00	£0.00	0.0%	Discretionary
Additional parcel LLC1	£2.00	£2.00	£0.00	0.0%	Statutory
Additional parcel Q22	£1.00	TBC	£0.00	0.0%	Discretionary
LLC1 Only (Register search )	£50.00	£65.00	£15.00	30.0%	Statutory
CON29R only (no LLC1)	£100.00	£100.00	£0.00	0.0%	Discretionary
CON290 (Optional enquiries Question 4-21)	£42.00	TBC	£0.00	0.0%	Discretionary
CON290 Question 22	£42.00	TBC	£0.00	0.0%	Discretionary
PART 3 Own worded enquiries	£20.00	£20.00	£0.00	0.0%	Discretionary



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

<b>NOA and Cooper School</b>					
<b>Fees and Charges</b>	<b>2020/21 (excl. VAT)</b>	<b>2021/22 (excl. VAT)</b>	<b>Actual Increase</b>	<b>% Increase</b>	<b>Statutory/ Discretionary?</b>
Senior Training – 60 Minutes	£50.90	<b>£51.92</b>	<b>£1.02</b>	<b>2.0%</b>	Discretionary
Junior Match – 90 Minutes	£46.50	<b>£47.43</b>	<b>£0.93</b>	<b>2.0%</b>	Discretionary
Junior Training – 60 Minutes	£30.05	<b>£30.65</b>	<b>£0.60</b>	<b>2.0%</b>	Discretionary
<b>Performance Hall</b>					
Hire charge (per hour)	£26.96	<b>£27.50</b>	<b>£0.54</b>	<b>2.0%</b>	Discretionary
Hire charge with tiered seating	£53.87	<b>£54.95</b>	<b>£1.08</b>	<b>2.0%</b>	Discretionary
Events hire including seating/lighting/stage					
<b>Cooper Holiday Hubs</b>					
Session 8:45am to 3:00pm	£15.60				
Session 8:45am to 5:00pm	£19.80		<b>-£19.80</b>	<b>-100.0%</b>	Discretionary
Public Liability Insurance re-charge charged at 10% of total hire fee.					
*Block bookings of 10 sessions or more are exempt from VAT					

# Parish Elections

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

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

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

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

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

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



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

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

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

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

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

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

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

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



<b>WOODGREEN</b>					
<b>Fees and Charges</b>	<b>2020/21 (excl. VAT)</b>	<b>2021/22 (excl. VAT)</b>	<b>increase in %</b>	<b>increase in £</b>	<b>Statutory/ Discretionary?</b>
<b>Bowling*</b>					
Member Rink peak (2 hours)	£3.40	£3.45	1.47%	£0.05	Discretionary
Public Play	£2.95	£3.00	1.69%	£0.05	Discretionary
Link Play (per hour)	£1.65	£1.70	3.03%	£0.05	Discretionary
Learners (2 hours)	£3.80	£3.85	1.32%	£0.05	Discretionary
Disabled (per hour)	£1.65	£1.70	3.03%	£0.05	Discretionary
Membership Adult	£49.40	£50.35	1.92%	£0.95	Discretionary
New-to-bowls membership	£24.70	£25.20	2.02%	£0.50	Discretionary
Membership Junior	£15.00	£15.30	2.00%	£0.30	Discretionary
Junior Member peak (2 hours)	£1.85	£1.90	2.70%	£0.05	Discretionary
Junior Non Member peak (2 hours)	£3.70	£3.75	1.35%	£0.05	Discretionary
Bowls area wedding	£1,800.00	£1,835.10	1.95%	£35.10	Discretionary
<b>Classes</b>					
Fit 'N'Fifty block of 10	£24.80	£25.30	2.02%	£0.50	Discretionary
Fit 'N' Fifty	£3.10	£3.15	1.61%	£0.05	Discretionary
Fit 'N' Fifty LINK	£1.55	£1.60	3.23%	£0.05	Discretionary
<b>Room Hire</b>					
Meeting room 1 hour	£16.00	£16.30	1.88%	£0.30	Discretionary
<b>Swimming</b>					
Adult session	£4.30	£4.40	2.33%	£0.10	Discretionary
Adult All Day	£8.40	£8.55	1.79%	£0.15	Discretionary
Junior session	£2.80	£2.85	1.79%	£0.05	Discretionary
Junior All Day	£5.20	£5.30	1.92%	£0.10	Discretionary
Senior Citizen	£2.80	£2.85	1.79%	£0.05	Discretionary
Senior All Day	£5.20	£5.30	1.92%	£0.10	Discretionary
Early Bird/Lane swimming	£4.30	£4.40	2.33%	£0.10	Discretionary
Adult Lunchtime	£4.30	£4.40	2.33%	£0.10	Discretionary
Junior/Senior Lunchtime	£2.80	£2.85	1.79%	£0.05	Discretionary
Family Ticket (2 adults, up to 3 children)	£13.35	£13.60	1.87%	£0.25	Discretionary
Block of 10 adult	£38.70	£39.45	1.94%	£0.75	Discretionary
Block of 10 adult all day	£75.60	£77.05	1.92%	£1.45	Discretionary

<b>WOODGREEN</b>					
<b>Fees and Charges</b>	<b>2020/21 (excl. VAT)</b>	<b>2021/22 (excl. VAT)</b>	<b>increase in %</b>	<b>increase in £</b>	<b>Statutory/ Discretionary?</b>
Block of 10 Junior/senior	£25.20	£25.70	1.98%	£0.50	Discretionary
Block of 10 junior/senior all day	£46.80	£47.70	1.92%	£0.90	Discretionary
<b>Pool Hire (per hour)</b>					
Main Pool	£134.00	£136.60	1.94%	£2.60	Discretionary
Club Hire	£46.50	£47.40	1.94%	£0.90	Discretionary
Gala	£168.00	£171.30	1.96%	£3.30	Discretionary
Party hire	£168.00	£171.30	1.96%	£3.30	Discretionary
<b>FITNESS / GYM</b>					
Single DD - FIXED	£26.00	£26.50	1.92%	£0.50	Discretionary
Single DD - FLEXI	£31.00	£31.50	1.61%	£0.50	Discretionary
Corporate (single) FIXED	£23.00	£23.50	2.17%	£0.50	Discretionary
Corporate (single) FLEXI	£28.00	£28.50	1.79%	£0.50	Discretionary
Gym casual admission	£6.60	£6.75	2.27%	£0.15	Discretionary
Shower (winter)	£2.00	£2.05	2.50%	£0.05	Discretionary
Junior Gym Session	£3.75	£3.80	1.33%	£0.05	Discretionary
Studio 1 hire per hour	£16.00	£16.30	1.88%	£0.30	Discretionary
Studio 2 hire per hour	£16.00	£16.30	1.88%	£0.30	Discretionary
Seniors Classes	£3.10	£3.20	3.23%	£0.10	Discretionary
Group Cycling	£6.20	£6.35	2.42%	£0.15	Discretionary
Fitness Classes (incl Zumba)	£6.10	£6.25	2.46%	£0.15	Discretionary
Sway Dance - Street Class	£4.05	N/A			
Sway Dance - Ballet	£3.25	N/A			

# STRATFIELD BRAKE & WHITELANDS FARM

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

<b>STRATFIELD BRAKE &amp; WHITELANDS FARM</b>					
<b>Fees and Charges</b>	<b>2020/21 (excl. VAT)</b>	<b>2021/22 (excl. VAT)</b>	<b>increase in %</b>	<b>increase in £</b>	<b>Statutory/ Discretionary?</b>
3G Pitch - 9 v 9 - per match	£40.00	<b>£40.70</b>	<b>1.75%</b>	<b>£0.70</b>	Discretionary
3G Pitch - Junior - Full Pitch - per match	£70.00	<b>£71.25</b>	<b>1.79%</b>	<b>£1.25</b>	Discretionary
Grass Pitch - Adult - Rugby - per match	£68.00	<b>£69.20</b>	<b>1.76%</b>	<b>£1.20</b>	Discretionary
Grass Pitch - Junior - Rugby - per match	£37.00	<b>£37.65</b>	<b>1.76%</b>	<b>£0.65</b>	Discretionary
Grass Pitch - Mini - Rugby - per match	£16.00	<b>£16.30</b>	<b>1.88%</b>	<b>£0.30</b>	Discretionary
Grass Pitch - Adult - Football - per match	£47.00	<b>£47.85</b>	<b>1.81%</b>	<b>£0.85</b>	Discretionary
Grass Pitch - Junior - Football - per match	£37.00	<b>£37.65</b>	<b>1.76%</b>	<b>£0.65</b>	Discretionary
Grass Pitch - Mini - Football - per match	£16.00	<b>£16.30</b>	<b>1.88%</b>	<b>£0.30</b>	Discretionary
Cricket Pitch - per match	£97.00	<b>£98.70</b>	<b>1.75%</b>	<b>£1.70</b>	Discretionary
Function Room - per meeting / per hour - one off	£27.00	<b>£27.50</b>	<b>1.85%</b>	<b>£0.50</b>	Discretionary
Function Room - regular bookings	£25.00	<b>£25.45</b>	<b>1.80%</b>	<b>£0.45</b>	Discretionary
Showers	£1.50	<b>£1.55</b>	<b>3.33%</b>	<b>£0.05</b>	Discretionary
Tennis - Adult - per hour	£7.00	<b>£7.10</b>	<b>1.43%</b>	<b>£0.10</b>	Discretionary
Tennis - Junior- per hour	£4.00	<b>£4.05</b>	<b>1.25%</b>	<b>£0.05</b>	Discretionary

## 2021/22 Cherwell District Council budget consultation

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

### Executive summary

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

#### Views on council services

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

#### Savings proposals

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

#### Council tax

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

### Approach

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

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

## Responses and feedback

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

## Views on council services

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

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

### Perceived value and importance of our services

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

### Savings proposals

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

### **Adults and housing:**

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

### **Public health and wellbeing:**

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

Agreement ranged from 52 per cent to 62 per cent.

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



**Place and growth:**

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

**Regulatory services:**

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

**Commercial development, assets and investment:**

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

**Customers and organisational development**

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

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

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

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

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

## **Communities**

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

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

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

#### **Proposed council tax increase**

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

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

#### **Other comments on the budget**

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

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

**Ends**

**15 January 2021**

## Cherwell District Council

### Equality Impact Assessment

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

#### Context and Purpose

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

These protected characteristics are:

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

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

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

## **Equality Impact Assessments**

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

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

## Section 1: Summary details

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

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



## Section 2: Detail of proposal

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

### Section 3: Impact Assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **December 2020 – Consideration of Budget Proposals**

#### Specific recommendations to Executive

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

#### Additional information requested

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

### **5 January 2021 – Capital Bids and Slippage**

#### Feedback to Executive

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

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

Appendix 10

	Gross Expenditure	Gross Income	Total	Net Change to	Net Change to	Net Change to	Net Change to	Net Budget at end of Period
Directorate	2021/22	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2025/26
	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Housing	2,320	(476)	1,844	(327)	(3)	(3)	(3)	1,508
CDA&I	7,594	(7,519)	75	(1,103)	(1,628)	204	11	(2,441)
CODR	32,964	(27,278)	5,686	(21)	(32)	(32)	(32)	5,569
Environment & Place	17,226	(10,528)	6,698	(1,476)	(428)	(134)	(12)	4,648
PH & Wellbing	3,353	(1,537)	1,816	306	(9)	5	19	2,137
<b>Service Sub-Total</b>	<b>63,457</b>	<b>(47,338)</b>	<b>16,119</b>	<b>(2,621)</b>	<b>(2,100)</b>	<b>40</b>	<b>(17)</b>	<b>11,421</b>
Exec Matters	10,980	(8,212)	2,768	4,887	1,214	688	1,122	10,679
Policy Contingency	3,487	0	3,487	(3,104)	(851)	(387)	(552)	(1,407)
<b>Cost of Services</b>	<b>77,924</b>	<b>(55,550)</b>	<b>22,374</b>	<b>(838)</b>	<b>(1,737)</b>	<b>341</b>	<b>553</b>	<b>20,693</b>
Council Tax		(7,682)	(7,682)	(403)	(428)	(448)	(405)	(9,366)
Business Rates	32,157	(42,310)	(10,153)	5,726	(409)	(457)	(446)	(5,739)
New Homes Bonus		(4,423)	(4,423)	2,656	1,767	0	0	0
Revenue Support Grant	0	(116)	(116)	116	0	0	0	0
<b>Total</b>	<b>110,081</b>	<b>(110,081)</b>	<b>0</b>	<b>7,257</b>	<b>(807)</b>	<b>(564)</b>	<b>(298)</b>	<b>5,588</b>

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## Revenue Grants

## Appendix 11

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

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## CHERWELL DISTRICT COUNCIL RESERVES POLICY

### 1. Background

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

### 2. General Policy

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

### 3. Usable Reserves

#### 3.1. General Balances

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

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

### 3.2. Earmarked Reserves

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

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

3.2.2. Earmarked reserves should not be held for a sustained period of time as they are held for a specific purpose<sup>1</sup>. Where earmarked reserves are no longer required for their original purpose or are not expected to be spent over the medium term they should be reviewed and a decision made on using for alternative purposes.

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

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

### 3.3. Revenue Grant Related Reserves

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

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

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



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

#### 3.4. Capital Reserves:

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

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

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

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

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

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

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

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

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

## 5. Governance and Review

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

## 6. Use of Reserves Approval

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

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

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

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

\*\* Approval required for contribution from reserves only

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## S25 Statement – General Balances Risk Assessment

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

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Description			Expected Use over MTFS Period					Expected Balance 1 April 2026
	Actual Balance 1 April 2020	Forecast Balance 1 April 2021	2021/22	2022/23	2023/24	2024/25	2025/26	
<b>General Balances</b>								
General Fund Balance	(2,018,282)	(5,000,000)						(5,000,000)
<b>Earmarked Reserves</b>								
Building Control	(24,000)	(24,000)		24,000				0
Country Park Reserve	(100,000)	(116,870)		25,000	25,000			(66,870)
Elections	(158,000)	(158,000)						(158,000)
Environmental Warranties	(802,000)	0						0
Hanwell Fields Open Space	(79,000)	0						0
Housing Reserve	(114,000)	0						0
Work in Default reserve	(100,000)	0						0
Licensing	(161,000)	(161,000)		30,000	30,000	30,000	30,000	(41,000)
Local Plan Charges	(124,000)	(249,000)		100,000	24,000			(125,000)
NHB - Affordable Housing	(2,337,000)	0						0
NHB - Economic Development	(3,872,184)	0						0
NHB - Superfast Broadband	(727,000)	0						0
Planning Control	(259,000)	(259,000)		86,333	86,334			(86,333)
Business Rates and Risk reserve	(1,591,500)	0						0
Sainsbury's Primary Authority	(38,000)	0						0
Self Insurance	(127,000)	0						0
VAT Deminimus	(500,000)	0						0
Welfare Reform	(99,000)	0						0
Horton General Towns	(84,000)	0						0
Pensions Deficit	(3,489,391)	(64,391)	(1,675,000)	(1,675,000)	3,325,000	(1,675,000)	(1,675,000)	(3,439,391)
Art Development	(41,000)	0						0
CCTV	(55,000)	0						0
Bicester reserve	(403,447)	(357,215)	50,000	50,000	50,000	50,000	50,000	(107,215)
Transformation and Projects Reserve	(5,117,000)	(3,852,428)						(3,852,428)
Brexit	(34,484)	0						0
Member Services	(275)	0						0
Health & Safety - Public Food	(30,000)	(30,000)						(30,000)
Bicester Depot	(100,000)	0						0
Chewell Local Lottery - Play Well in Cherwell	(165,353)	(109,353)						(109,353)
DOVECOTE MILCOMBE	(32,000)	0						0
BICESTER FIELDS MAIN PARK	(97,000)	0						0
Bicester Youth Bus	(35,000)	0						0
Area Based Grant	(83,000)	0						0
Thames Valley Police	330	0						0
New Burdens Grant	(248,000)	0	72,000					72,000
Sportivate Initiatives	(55,000)	(55,000)						(55,000)
Courtyard Youth Arts	(9,000)	(9,000)						(9,000)
Brighter Futures - Skills Reward	(9,000)	(9,000)						(9,000)
Housing Reserve	(322,000)	(322,000)						(322,000)
Home Improvement Agency	(221,000)	(210,000)	110,000					(100,000)
NEW Dilapidations	0	(260,000)	250,000	(25,000)	(25,000)	(25,000)	(25,000)	(110,000)
NEW Capital Reserve		(3,000,000)	180,000					(2,820,000)
NEW Projects		(1,420,814)	55,000					(1,365,814)
NEW Redundancy Reserve		(1,000,000)	250,000					(750,000)
NEW Commercial Risk Reserve		(4,004,398)						(4,004,398)
NEW Growth Deal	0	(640,054)	318,929	321,125				0
<b>Revenue Grants</b>								
Eco Town Revenue	(263)	0						0
Garden Town (Phase 2)	(657,000)	0						0
Garden Town (Phase 3)	(320,000)	0						0
S31 Reserve	(2,345,640)	(22,867,000)	22,867,000					0
Covid 19 Reserve	(67,257)	0	(1,616,000)					(1,616,000)
Eco Town Revenue	(4,000)	(4,000)						(4,000)
Flood Recovery Grant	(40,000)	(40,000)						(40,000)
Homelessness Prevention	(355,464)	(355,464)						(355,464)
Police & Crime Commissioner	(64,000)	(64,000)						(64,000)
Green Deal Pioneer Places	(67,000)	(67,000)						(67,000)
Bicester Garden Town	(782,349)	(1,040,321)	498,000	350,000	216,321			24,000
NEW NSAP Grant		(33,000)	33,000					0
NEW Housing FSHB Grant		(219,000)	219,000					0
<b>Capital Reserves</b>								
Disabled Facilities Grants	0	(12,236)						(12,236)
NEW Capital Grants & Contributions		(1,704,596)						(1,704,596)
	(28,564,560)	(47,718,140)	21,611,929	(713,542)	3,731,655	(1,620,000)	(1,620,000)	(26,328,098)

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## Appendix 15 – 2021/22 Capital Bids

### Environment and Place

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

### Customers, Organisational Development and Resources

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

## Commercial Developments, Assets and Investments

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

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

Project Description	Year Approved	2020/21				2021/22				2021/22	2022/23	2023/24	2024/25	2025/26	Grand Total
		Re-profiled	New Projects	Total Approved	Total	Existing Capital Projects	New Bids	Adjustments	Total						
		£000	£000	£000	£000	£000	£000	£000	£000						
Bicester Leisure Centre Extension	2013/14	84		84	84				0	84					84
North Oxfordshire Academy Astroturf	2016/17	183		183	183				0	183					183
Solar Photovoltaics at Sports Centres	2012/13	43		43	43				0	43					43
Spiceball Leis Centre Bridge Resurfacing	2013/14	30		30	30				0	30					30
<b>Public Health &amp; Wellbeing Total</b>		<b>340</b>	<b>0</b>	<b>340</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340</b>
Disabled Facilities Grants	Annual	490		490	490				375	865	375				1,240
Discretionary Grants Domestic Properties	Annual			0	0				150	150	150	150	150	150	750
<b>Adults &amp; Housing Services Total</b>		<b>490</b>	<b>0</b>	<b>490</b>	<b>490</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</b>	<b>1,015</b>	<b>525</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,990</b>
Bicester Country Park	2020/21	55		55	55				95	150	55				205
Car Park Refurbishments	2017/18	35		35	35					35					35
Car Parking Action Plan Delivery	2020/21	125		125	125				50	175					175
Commercial Waste Containers	2019/20			0	0				25	25	25				75
Depot fuel system renewal	2020/21	50		50	50					50					50
Horsefair Public Conveniences	2020/21			0	0				150	150					150
On Street Recycling Bins	2019/20	12		12	12					12					12
Street Scene Fencing, Street Furniture and Railings	2020/21			0	0				12	12	12	12			48
Thorpe Lane Depot capacity enhancement	2019/20	100		100	100					100					100
Vehicle Replacement Programme	Annual	304		304	304				846	1,150	664	1,102	1,316	926	5,158
Chargeable Garden & Food Waste	2021/22	0		0	0					1,200					1,200
Admiral Holland Redevelopment Project (phase 1b)	2015/16	61		61	61					61					61
Bicester Library (phase 1b)	2015/16	673		673	673					673					673
Creampot Crescent, Cropredy (phase 1b)	2015/16	6		6	6					6					6
Garden Town	2019/20	2,946		2,946	2,946					2,946					2,946
Creampot Crescent, Cropredy- repurchase contingency budget to satisfy lender	2020/21	350		350	350					350					350
East West Railways	2015/16	1,723		1,723	1,723					20	20	20	20	20	100
Fairway Flats Upgrade	2021/22			0	0				140	140	244				384
<b>Environment &amp; Place Total</b>		<b>6,440</b>	<b>0</b>	<b>6,440</b>	<b>6,440</b>	<b>0</b>	<b>(1,703)</b>	<b>(1,703)</b>	<b>1,178</b>	<b>7,255</b>	<b>1,020</b>	<b>1,159</b>	<b>1,348</b>	<b>946</b>	<b>11,728</b>
Council Website and Digital Services	2021/22			0	0					250					250
IT Shared Services	2021/22			0	0					550					550
<b>Customers Organisational Development and Resources Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>
Bodicote House Fire Compliance Works	2019/20	141		141	141					141					141
Castle Quay 1	2017/18	2,771		2,771	2,771					2,771					2,771
Castle Quay 2	2017/18	9,240		9,240	9,240					9,240					9,240
Ferriston Roof Covering	2019/20	3		3	3					3					3
CDC Feasibility of utilisation of property space	2019/20	100		100	100					100					100
Corporate Asbestos Surveys	2019/20	100		100	100					100					100
Corporate Fire Risk Assessments	2019/20	60		60	60					60					60
Works From Compliance Surveys	2019/20	160		160	160					160					160
Bicester East Community Centre	2021/22			0	0				210	210	1,240				1,450
Bicester Dovecote	2021/22			0	0				41	41					41
Thorpe Place Roof Works	2021/22			0	0				35	35					35
H&S Works to Banbury Shopping Arcade	2021/22			0	0				127	127					127
West Bicester Community Centre Car Park	2021/22			0	0				35	35					35
Flood Defence Works Hanwell Fields Community Centre	2021/22			0	0				20	20					20
Enable Agile Working	2021/22			0	0				15	15					15
Banbury Museum Pedestrian Bridge	2021/22			0	0				78	78					78
Serice Yard at Hart Place Bicester	2021/22			0	0				28	28					28
Solar Panels at Castle Quay	2021/22			0	0				53	53					53
Retained Land	2021/22			0	0				170	170	130				300
<b>Community Development Assets and Investment</b>		<b>12,575</b>	<b>0</b>	<b>12,575</b>	<b>12,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>812</b>	<b>13,387</b>	<b>1,370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,757</b>
<b>Capital Total</b>		<b>19,845</b>	<b>0</b>	<b>19,845</b>	<b>19,845</b>	<b>1,703</b>	<b>2,952</b>	<b>(1,703)</b>	<b>2,952</b>	<b>22,797</b>	<b>2,915</b>	<b>1,309</b>	<b>1,498</b>	<b>1,096</b>	<b>29,615</b>

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## Cherwell District Council

### Capital and Investment Strategy 2021/22

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

##### A1. Introduction

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

##### A2. Capital Expenditure and Financing

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

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

	2019/20 actual	2020/21 forecast	2021/22 budget	2022/23 budget	2023/24 budget
Services	16.3	15.0	11.0	0	0
Capital investments	25.5	64.7	22.8	2.9	1.3
<b>TOTAL</b>	41.8	81.2	33.8	2.9	1.3

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

##### Governance

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<sup>1</sup> For details of the Council's policy on capitalisation, see Financial Regulations

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

*Table 2: Capital financing in £ millions*

	<b>2019/20 actual</b>	<b>2020/21 forecast</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>	<b>2023/24 budget</b>
External sources	3.4	0.8	1.0	1.0	1.0
Own resources	4.0	1.9	4.0	6.0	23.0
Debt	34.4	78.5	28.8	(4.1)	(22.7)
<b>TOTAL</b>	<b>41.8</b>	<b>81.2</b>	<b>33.8</b>	<b>2.9</b>	<b>1.3</b>

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

*Table 3: Replacement of debt finance in £ millions*

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

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

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

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

	2019/20 actual	2020/21 forecast	2021/22 budget	2022/23 budget	2023/24 budget
<b>TOTAL CFR</b>	<b>178.7</b>	<b>255.2</b>	<b>282.0</b>	<b>274.1</b>	<b>247.7</b>

### Asset management

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

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

### Asset disposals

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

## A3 Treasury Management

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

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

### Borrowing strategy

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

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

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

	<b>31 March 2020 actual</b>	<b>31 March 2021 forecast</b>	<b>31 March 2022 budget</b>	<b>31 March 2023 budget</b>	<b>31 March 2024 budget</b>
Debt (incl. leases)	141.0	219.5	248.3	192.5	188.5
Capital Financing Requirement	178.7	255.2	284.4	275.0	247.3

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

#### **Affordable borrowing limit**

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

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

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

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

## **A4. Commercial Activities**



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

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

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

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

## Governance

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

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

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

## A5. Revenue Budget Implications

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

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

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

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

## Sustainability

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

## A6. Knowledge and Skills

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

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

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

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

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

## **Appendix A – Minimum Revenue Provision (MRP) Statement**

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

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

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

## **B. Investment Strategy 2021/22**

### **B1. Introduction**

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

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

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

### **B2. Treasury Management Investments**

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

#### **Contribution**

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

#### **Further details**

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

### **B3. Service Investments: Loans**

#### **Contribution**

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

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

### Security

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

*Table 1: Loans for service purposes in £ millions*

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

\* including accrued interest

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

### Risk assessment

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

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

#### **B4. Service Investments: Shares**

##### **Contribution**

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

##### **Security**

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

*Table 2: Shares held for service purposes in £ millions*

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

##### **Risk assessment**

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

### **Liquidity**

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

### **Non-specified Investments**

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

## **B5. Commercial Investments: Property**

### **Contribution**

- B5.1 The Council invests in local commercial and residential property with the intention of making a profit that will be spent on local public services. The portfolio comprises a cross-section of retail, office and industrial assets together with a health centre. The four largest investments are as follows:

- Castle Quay, Banbury; a covered shopping centre and development site
- Pioneer Square, Bicester; a modern retail parade of shops
- Franklins House, Bicester; a mixed-use complex comprising offices, hotel, business centre and public library
- Tramway Industrial Estate

- B5.2 These assets contribute an aggregate £5.1m gross income to the council's revenue budget. They are all town centre properties and afford the Council an opportunity to influence the amenity and environment of its two principal strategic centres. Castle Quay will, in particular, allow the development of a new leisure orientated focal point to help revitalise Banbury town centre.

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



Table 3: Property held for investment purposes in £ millions

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

### Security

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

### Risk assessment

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

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

- B5.6 In all acquisitions we take external advice from acknowledged experts in the field and sense-check their input against our in-house knowledge, experience and expertise. The advice sourced covers market value but also, given the purpose of the investment, letting risk, marketability and occupational demand, and likely expenditure over the hold period.
- B5.7 The Council uses a number of local and national advisors and cross reference their views periodically. There is no single party who expects to be instructed by the Council without competition.
- B5.8 Credit ratings are used on acquisitions, new lettings and when tenants request consent to assign their leases. The Council uses D&B ratings and also study published accounts.

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

- B5.9 A number of other strategies are used to mitigate risk:
- Tenant rent payment histories are analysed on any acquisition.
  - Tenant rent payment patterns and arrears are examined in the existing portfolio.
  - Introducing agents advise the council throughout the acquisition process and their advice includes market commentary at a national and a local level and commentary on perceived risks to the investment.
  - In tandem with the above every acquisition is subject to a third-party valuation by national surveyors who are independent i.e. not acting for the council or the vendor on the acquisition.

### **Liquidity**

- B5.10 Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:
- The Council invests across a range of sectors. Illiquidity is, to an extent, fluid and at any given time varies across sectors. This allows the Council the opportunity to effect sales, if required, in the more liquid sectors.
  - The Council's assets are, likewise, diversified in terms of lot size. This affords the Council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions.
  - The Council does not invest in high risk assets which can be the most illiquid of all.
  - The Council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors.
  - The Council does not invest in specialist properties, where the market tends to be most illiquid.
  - The Council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time.

## **B6. Loan Commitments and Financial Guarantees**

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

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

*Table 4: Loan Commitments and Guarantees*

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

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

The Council has been asked to act as Guarantor for deposits payable to Graven Hill as part of commercial deals on employment land. The purpose of the guarantee is to cover the full sum of any guaranteed **deposit** in the event that:

- the agreed deal falls through (this could be due to a number of reasons, e.g. Graven Hill pulls out of the deal; vacant possession is unable to be achieved; necessary planning requirements are not secured etc.)

**and**

- Graven Hill is unable to return the deposit itself

Whilst such guarantees between commercial company groups are relatively common, and have been used by Graven Hill before, the COVID-19 pandemic has increased the caution with which prospective developers are approaching potential deals.

## **B7. Capacity, Skills and Culture**

### **Elected members and statutory officers**

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

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

### **Commercial Investments**

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

### **Corporate governance**

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

### **B8. Investment Indicators**

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

#### **Total risk exposure**

- B8.2 The first indicator shows the council's total exposure to potential investment losses. This includes amounts the council is contractually committed to lend but have yet to be drawn down and guarantees the council has issued. This does not include the value of any assets secured against the loans which mitigate losses in the event of default.

*Table 5: Total investment exposure in £millions*

<b>Total investment exposure</b>	<b>31.03.2020 Actual</b>	<b>31.03.2021 Forecast</b>	<b>31.03.2022 Forecast</b>
Treasury management investments	22.0	15.0	15.0
Service investments: Loans	60.4	66.6	77.6
Service investments: Shares	29.1	33.1	33.1
Commercial investments: Property	61.6	61.6	141.9

<b>TOTAL INVESTMENTS</b>	<b>173.1</b>	<b>176.3</b>	<b>267.6</b>
Deposit Guarantees	0.8	5.0	5.0
Commitments to lend	34.7	28.7	17.7
<b>TOTAL EXPOSURE</b>	<b>208.6</b>	<b>210.0</b>	<b>290.3</b>

#### How investments are funded

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

#### Rate of return received

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

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

<b>Investments net rate of return</b>	<b>2019/20 Actual</b>	<b>2020/21 Forecast</b>	<b>2021/22 Forecast</b>
Treasury management investments	0.69%	0.30%	0.09%
Service investments: Loans	1.5% - 12%	1.5% - 12%	1.5% - 12%
Commercial investments: Property	Variable	Variable	Variable

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## Cherwell District Council

### Treasury Management Strategy Statement 2021-22

#### Introduction

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

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

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

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

#### Local Context

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

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

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

Table 1: Balance sheet summary and forecast

	31.3.20 Actual £m	31.3.21 Estimate £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
General Fund CFR	178.7	255.2	282.0	274.1	247.7
Less: External borrowing **	(141.0)	(179.0)	(75.0)	(75.0)	(75.0)
<b>Internal/(over) borrowing</b>	<b>37.7</b>	<b>76.2</b>	<b>207.0</b>	<b>199.1</b>	<b>172.7</b>
Less: Usable reserves	(28.6)	(28.6)	(28.6)	(28.6)	(28.6)
Less: Working capital	(33.0)	(33.0)	(33.0)	(33.0)	(33.0)
<b>Investments/(New) borrowing required)</b>	<b>23.9</b>	<b>(14.6)</b>	<b>(145.4)</b>	<b>(137.5)</b>	<b>(111.1)</b>

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

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

The council has an increasing CFR due to the capital programme, but minimal investments and may therefore be required to borrow up to a total of £220.4m over the forecast period (£75m plus £145.4m in 2021/22 from the table above).

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

### **Borrowing Strategy**

The council currently (30/9/20) holds £152 million of loans, an increase of £9 million on the previous year end, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council expects to borrow up to a total of £220.4 million in 2021/22. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £300 million, which has been assessed and stated in the Capital Strategy.

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

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

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



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

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

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

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

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

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

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

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

**Forecast of borrowing rates:** It is expected that the Bank Rate will remain at 0.10% during 2021/22. PWLB borrowing rates are forecast to be between 0.80 – 1.55% in the short to medium term, therefore the “cost of carry<sup>1</sup>” associated with the long-term borrowing compared to temporary investment returns will be significantly reduced compared to previous years.

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

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

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

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

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

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

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

### **Investment Strategy**

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

#### *Treasury management investments in £millions*

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

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

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

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

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

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

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

Table 2: Approved investment counterparties and limits

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

This table must be read in conjunction with the notes below

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 3: Investment limits

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

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

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

### **Governance**

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

### **Treasury Management Indicators**

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

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

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

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

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

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

<b>Refinancing rate risk indicator</b>	<b>Upper limit</b>	<b>Lower limit</b>
Under 12 months	80%	10%
12 months and within 24 months	80%	0%
24 months and within 5 years	80%	0%
5 years and within 10 years	80%	0%
10 years and above	80%	0%

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

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

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

### **Related Matters**

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

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

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

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

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

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

### **Financial Implications**

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

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

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

## Economic Commentary and Interest Rate Forecast – Arlingclose - January 2021

### External Context

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

**Forecast:**

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

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

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

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

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## **Cherwell District Council**

### **Property Investment Strategy**

#### **Assistant Director Property Investment and Contract Management**

## **1 Introduction**

- 1.1 This strategy document in line with the CDC Property Management Strategy sets out the investments the Council holds and the underlying principles supporting those investments and the decision-making process for investing in property to enhance the Council's financial resilience and safeguard services. It places the Council's investments into the context of its overall financial position, outlines the contributions that the different investments will make to service delivery and gives an indication of the performance of those investments.
- 1.2 This policy sets out Cherwell District Council (CDC) property acquisition investment objectives for the year 2021/22. It also sets out the criteria that will be applied prior to either recommending an investment purchase or recommending substantial investment in an existing asset to the Investment Committee.
- 1.3 The policy draws a distinction between:
- Investment Property where the principal advantage of ownership is the rental return a property generates
  - Regeneration Property where the principle objective of investment is to catalyse the regeneration of an area or halt further decline and
  - Operational Property where the rationale for ownership / capital investment is CDC's own occupation to facilitate the more effective delivery of council services.
- 1.4 The policy will outline in overview the governance structures that will set the framework for decision making (although each investment is assessed on its merits) and also some high-level background on the current investment climate.
- 1.5 It is intended that the investment strategy is reviewed annually. For the year 2021/22 there will be a presumption against the acquisition of additional Investment Properties and likewise for Operational Properties save where without the newly acquired asset CDC will be unable to deliver core council services within a three-year timeframe. An example of this would be the acquisition of an alternative depot facility in Bicester to replace Highfield Depot. However, there is no funding allocated neither in the capital budget, nor in the revenue budget for borrowing costs in 2021/22 for such acquisition.
- 1.6 The embedded strategy within the plan is a Plan-Do-Review approach via annual reviews and analysis of the portfolio performance to generate revised Action Plans, Risk Management Strategies and Performance Targets.

## **2 Policy Details**

## 2.1 Overview of Investments

The Council holds a number of different income-generating investments which can be classified into three main categories:

- Investments held for treasury management purposes (e.g. investment in short-term bank deposits and call accounts, money market funds, and deposits with the UK Government and other Local Authorities)
- Loans to subsidiaries such as Graven Hill Village Development Company Ltd
- Alternative investments: tangible assets such as real estate or asset backed loans.

This document is exclusively focusing on the Council's Alternative / Real Estate investments.

## 2.2 Alternative Investments

2.2.1 All commercial property investments the Council holds and makes are categorised as Alternative Investments.

2.2.2 The Council has a portfolio of investment properties. These are properties which are held principally for the rental income they generate. They are not intended to be used to deliver services although at times they are occupied by Council Departments, such as Environmental Services at Thorpe Place, an investment property located close to CDC's Banbury Depot or the Customer Services' Link Point in Franklins House in Bicester. The income they generate helps fund the Council's service delivery objectives and its Corporate Priorities. The properties in the portfolio can be split into two groups, those that have been:

- owned by the Council for many years e.g. district centres; or
- purchased more recently by the Council as part of its continued investment programme and with regeneration objectives e.g. Tramway Industrial Estate, Castle Quay Shopping Centre and Castle Quay Waterside

## 2.3 Contribution to Service Delivery Objectives

2.3.1 All investments the Council holds should contribute in some way to the Council's service delivery objectives and help to achieve the Council's corporate objectives and priorities as defined in its Corporate Plan.

2.3.2 The contribution of the Council's investments to these objectives will not always be immediately evident but the income they generate supports services across the Council. Whilst it is not possible to draw a straight line from commercial rental income to the Council's service outcomes it is clear that their contribution each year towards the Council budget (£5.3m in pre-Covid period) is substantial.

2.3.3 Nor is the contribution of commercial property investment always purely financial. Whilst property returns can generally be described in terms of yield and profit this does not always tell the whole story and targeted investment can support the following Council objectives.

- Thriving local economy

Targeted investment can support the Council's economic development ambitions such as supporting the districts town centres, local businesses and jobs. An example of this is CDC's investment in Castle Quay Shopping Centre.

- Economic benefit or business rate growth

The investment has assisted in creating new opportunities for local businesses or has increased the Council's business rates base. These investments will generally be linked to projects or developments promoted by the Local Plan, such as Castle Quay Waterfront, or historically Pioneer Square and Franklin's House in Bicester. However, the benefit of business rates growth would only be retained for a time limited period.

- Respond to local market failure

There may be instances where the Council needs to step in and invest in a development or other entity within the District where, without Council support, the impact on the local economy would be detrimental. Examples of this include our ongoing capital investment in community assets such as Community Halls or more entrepreneurially, the provision of 52 apartments for rent in Crown House, Banbury.

- Regeneration

The investment will help (or has helped) to drive regeneration. There will generally be a link to the Local Plan when this type of investment occurs. E.g.: Tramway Industrial Estate, Castle Quay Waterfront, or indirect investments such as Crown House or Graven Hill (loans to subsidiaries).

- Better Use of Assets

The Council own land and buildings with embedded (re)development potential and these which include car parks, retained land and council occupied assets have historically been under-appreciated. Value can be realised either through a sale of these assets or it can be maximised by direct development and we have this expertise and can build upon it (Castle Quay Waterfront, Crown House, Build!, Bicester Eco Centre).

It is possible for individual investments to meet more than one objective.

- 2.3.4 However, whilst the Council would like to invest in all of these categories to drive better outcomes for the residents of Cherwell, in practice suitable opportunities are few and far between. With the probable exception of using Council assets for principally residential development investment in regeneration projects or addressing market failure is risky and carries with it an inherent risk of capital loss.

## 2.4 Investment philosophy

- 2.4.1 The Property Team have established a set of criteria which are designed to allow the Council to systematically assess risk and consider the likely future performance of the Council's investments. These are summarised in Annex 1.

- 2.4.2 Security of capital is the underlying objective of all financial investments made by the Council. This means that the safety of the Council's money is the main criteria considered when deciding whether to make an investment.
- 2.4.3 The yield (or return on investment) is only considered once the appropriate level of security of capital has been determined and satisfactorily met by the proposed investment. However, it is possible for the relative balance between these principles to differ depending on the nature and objectives of the individual investment being made, particularly where regeneration or social factors are prominent drivers of a particular project. It is imperative that the downside financial risks of any such project are appreciated and balanced against the targeted regeneration or social upsides. This balancing of financial risk and non-financial reward is not an exercise that the Property team can undertake in isolation. Quantifying the value of environmental and social good outcomes, possibly at the prejudice of income security / risk and returns, is an exercise that the Property Team can only undertake by working closely with other service teams.

## **2.5 Market Outlook**

- 2.5.1 The impact the Covid crisis is having on the UK economy is significant and there is little to be gained from rehearsing its evolving consequences in this policy. We are however clearly living through a period of tremendous social and economic turbulence and whilst attempts to quantify Covid-19's long term effects remain uncertain; few would argue that national prosperity and confidence have been severely damaged.
- 2.5.2 With the exception of one or two important sub-sectors (distribution, for example) this has translated in property terms into declining capital values, a drop in transaction volumes and a fall in both occupier and investor confidence.

## **2.6 Public Works Loan Board (PWLB) limitations**

- 2.6.1 PWLB is the principle source of borrowing for local authorities but there have been increasing calls from CIPFA and other industry leaders for central government to address what has been seen by many as local authorities taking on disproportionate levels of debt in order to buy investment properties.
- 2.6.2 Following extensive consultation with local government HM Treasury has issued a summary document titled 'Public Works Loan Board: Future lending terms', whose recommendations became effective 26 November 2020. In the context of this policy to CEDR its two key impacts are:

### **2.6.3 Interest rates**

Interest rates on PWLB lending will be decreased by 100 basis points (bps) (1%). This is essentially a reversal of the 100 bps increase in rates announced in October 2019 and, for example, 40-year annuity rates are at the time of writing this policy set at 1.92%. CDC is a qualifying authority which means that this rate can be reduced by 20 basis points (0.2%) if certain reporting requirements are met.

### **2.6.4 Ban on cash-flow acquisition**



On all new lending the PWLB will ask a local authority's finance director to confirm that there is no intention to buy investment assets primarily for yield at any point in the next three years. This in effect prevents local authorities accessing PWLB funds for any purpose if it is their intention to acquire properties purely to generate income, either with or without debt.

2.6.5 A short extract from the guidance is pasted below:

1.10 The main features of the new lending terms are:

- a) As a condition of accessing the PWLB, LAs will be asked to submit a high-level description of their capital spending and financing plans for the following three years, including their expected use of the PWLB. In order to minimise the administrative burden for LAs, this process is closely modelled on the existing application process that most large LAs follow to access the Certainty Rate (a discounted rate offered by the PWLB).
- b) As part of this, the PWLB will ask the finance director of the LA to confirm that there is no intention to buy investment assets primarily for yield at any point in the next three years. This assessment is based on the finance director's professional interpretation of guidance issued alongside these lending terms.
- c) It isn't possible to reliably link particular loans to specific spending, so this restriction applies on a 'whole plan' basis – meaning that the PWLB will not lend to an LA that plans to buy investment assets primarily for yield anywhere in their capital plans, regardless of whether the transaction would notionally be financed from a source other than the PWLB.

2.6.6 In simple terms the application of these provisions in a CDC context is to make borrowing costs to finance the purchase of operational property (and probably to fund regeneration projects) more competitive, whilst simultaneously making the use of PWLB funds to acquire conventional commercial property investments virtually impossible.

2.6.7 As a public body CDC's finances are a matter of public record and it is clear that if CDC in the future wish to access PWLB funds as part of its day to day operation, the purchase of income producing assets is effectively no longer currently possible.

2.6.8 However, subject to the principles of prudential borrowing and Minimum Revenue Provision applying, borrowing to acquire property for operational or regeneration reasons remains an option.

## 2.7 Governance

The Investment Advisory Board, a non-decision-making Working Group, was created in part to facilitate the further growth of the investment portfolio. The Board and its role are noted in the constitution of the council and its powers and constitution is outlined in Annex 2.

## 2.8 Strategic approach

The Property Investment Strategy aims to provide a clear set of objectives and a framework, compliant with HM Treasury and CIPFA guidance and legislation, by which new projects are evaluated. In doing so it will deliver the Council Objectives/Corporate Priorities with a focus on commercialism – projects that generate a revenue surplus –

but which also deliver wider economic or service objectives e.g. regeneration / job growth.

## **2.9 Real Estate Investment and Disinvestment**

### **Investment**

2.9.1 In a commercial property investment market currently characterised by falling capital values and Covid uncertainty local authorities will have a general presumption against making new investments. This decision is reinforced by what is in effect a moratorium on investing in lower risk assets which is a consequence of the new PWLB lending regime.

2.9.2 Therefore, the focus will instead be on maximising the embedded development potential of the Council's existing portfolio and for the 2021/22 financial year this will principally be on its retained land assets where residential value can be released. This approach is explored in the Strategic Property and Asset Management Plan where the land portfolio is examined on a site by site basis.

### **Disinvestment**

2.9.3 The ongoing suitability of CDC's operational properties for continued occupation is under constant review and this too has been discussed in the Strategic Property and Asset Management Plan. Given the current market uncertainty it is not envisaged that the Council would divest in any of its current property assets.

## **3 Conclusion**

3.1 Subject to the above the following principles will underpin the CDC Property Investment Strategy:

- There should be a general presumption against investing purely for yield in the year 2021/22 as the property market and the economy is too volatile to confidently predict the direction of capital values. Furthermore, these types of investments would limit the Council's ability to borrow from the PWLB.
- Wherever possible investment for regeneration or social good should be directed to land and buildings currently owned by the Council. This will optimise profits and reduce capital risk.
- Investments that relate to regeneration should be pursued only when through vigorous stress testing the risk of capital loss is judged to be extremely low, and the social benefits are tangible.
- All acquisitions that have planning risk will only be acquired on a subject to planning basis.
- Whilst there should be a general presumption against the disposal of income producing assets in line with the Strategic Property and Asset Management Plan this presumption will be reviewed on an asset by asset basis at the start of each quarter. This reflects the uncertainty of the occupational property market due to Covid and at present the retail and leisure focused investments are thought to be

particularly vulnerable to further movement which may precipitate a review of this presumption.

## Annex 1 – Investment Decision Factors

- Compatibility and ability to balance the existing portfolio

Compared with cash investments, property is relatively difficult to sell and convert to cash at short notice and market conditions can impact on how long a sale can take. In order to mitigate against this, the diversity of the portfolio will be maintained to ensure that if there is a need to sell an asset to release cash, the Council can take advantage of the different market conditions for the different sectors.

Generally new investments will add diversity and balance to the existing portfolio as well as providing yield.

- Market value

External advice is sought to gain assurance over the market value of a potential purchase to ensure that the price sought by the vendor is not inflated. The advice will include an analysis of current value, lettability in the event of tenant failure and what possible alternative uses are available for the property or site if the current tenant vacates. This enables the Council to take a view on future values in the event of a change in circumstances.

External advice will usually take the form of a Purchase Report from a retained agent and a third party wholly independent valuation.

- Credit rating of the tenant

The strength of the existing tenant(s) within a proposed acquisition is assessed. A strong tenant is important as there is less chance of them defaulting on lease payments and thereby putting the Council's income stream at risk. Credit reference agencies along with Companies House searches are used to carry out this area of due diligence.

- Length and terms of the lease

In order to minimise the risk of rental values going down following the renewal of a lease, the Council will prefer to invest in properties which have long term leases in place and strong tenants. The Council also ensures that leases place the onus for insurance, repairs and maintenance on the tenant so that the Council does not incur any additional or unforeseen costs.

The reality is that these characteristics will not be available in assets bought for regeneration purposes and that lease length can be less important in multi-let assets and in asset classes where vacancy rates are low.

- Location

The Council's present and future commercial investments will all be within the District. When future investments are evaluated social good and regeneration potential will always be considered.

- Diversity of the commercial property portfolio

To minimise the risk of changes in the performance of particular sectors of the commercial property market (i.e. the retail, office and industrial sectors) impacting on the Council's income, investment decisions are taken in the context of the existing nature of the portfolio and whether or not the property to be acquired complements the existing mix of portfolios. The Council will seek to maximise the diversity of its overall portfolio and not concentrate new investments in any one sector or area.

- Yield

The Council will consider the return it will get on its investment (the yield). The Council has a minimum yield expectation that covers the costs of borrowing and will only invest in a property below this level if it fulfils other strategic interests. The yield calculation takes into account any costs incurred if the investment is to be funded by borrowing.

- Investment cover ratio

This ratio compares the total net income from property investments to any interest costs associated with borrowing to make those investments. This demonstrates the Council's ability to meet borrowing costs. The Council's assets are unencumbered but adopting a notional level of gearing can a useful indicator of the robustness of an investment.

- Loan to value ratio

This is the amount of debt the Council currently has compared to the total asset value. In this instance, the asset value is the total value of the Council's commercial property portfolio. This illustrates whether or not the Council has assets of sufficient value to repay debt if required. Again, the Council's assets are unencumbered but adopting a notional level of gearing can a useful indicator of the robustness of an investment.

- Target income returns

This is net revenue income from commercial properties compared to the value of the property or stapled to it's price on acquisition when it is known as the running yield. The target will be set by the Investment Advisory Board.

- Gross and net operating income (NOI)

The income received from the Council's investment portfolio at a gross level and a net level (after the deduction of costs) over time.

- Operating costs

This is the trend in operating costs of the property portfolio over time. It gives an overview of the impact of commercial property investments on the costs of running the portfolio.

- Property vacancy levels

The lower the level of vacant properties (voids) the better the property portfolio is being managed to ensure that rental income is maximised as much as possible.



## Annex 2 – The Investment Advisory Board and Governance

The Investment Advisory Board is made up of:

Investment Advisory Board	
Members	Officers
<ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• Portfolio Holder for Finance</li> <li>• Portfolio Holder for Property, Economic Development, Regeneration</li> <li>• Chair of the Audit Committee</li> <li>• Leader of the Opposition</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive (CEX)</li> <li>• Director of Finance (S151)</li> <li>• Corporate Director of Assets and Investments (CDAI)</li> <li>• Assistant Director Property Investment and Contract Management (AD PICM)</li> <li>• Investment Consultant</li> <li>• Director of Law and Governance (Monitoring Officer)</li> </ul>

The primary purposes of the Investment Advisory Board are twofold:

- To consider recommendations from officers regarding the potential purchase of a property asset, prior to submission of a bid. The Investment Advisory Board review the officers' investment valuation, sanction expenditure on further due diligence and ultimately whether to submit a bid or not, and at what value.
- To consider the results of pre-acquisition due diligence following acceptance of an offer from CDC to purchase an asset, and ultimately to consider whether to endorse the purchase and proceed to exchange of contracts.

The Investment Advisory Board is authorised to sanction all offers. All recommendations relating to offers to purchase are reported to the next available meeting of the Council and their consent is required prior to any exchange of contracts.

Given the short notice that could often be inevitable in convening meetings of the Investment Advisory Board, all members would be able to nominate substitutes if they are unable to attend, or meetings could be held on a 'virtual' basis. For similar reasons, a quorum is not recommended, (particularly as the Investment Advisory Board is not decision making), although a meeting should include:

- at least two of the Officers: CEX, S151, MO, CDAI and AD PICM.
- at least two of the Members: Leader of the Council, Portfolio Holder for Finance, Portfolio Holder for Property, Economic Development

Other directors and assistant directors will be invited to participate when they have distinct operational needs that can only be addressed through the acquisition of additional premises.

As well as considering investment recommendations the Investment Advisory Board responsibilities also include:

1. Setting the threshold target return that investment properties should reach before they can be considered for investment.

2. Setting target volume of investments, expressed in capital and income terms, and subject to an investment timeline.

For the avoidance of doubt CDC Property are well placed to identify, evaluate and rank assets that might meet the two criteria identified above, but the criteria themselves are not necessarily property dependent; they will be a function, inter alia, of the Council's need for income, appetite for risk, quantum of reserves, Minimum Revenue Provision and capacity to take on additional debt, and the interplay of property with other treasury investments.

3. Managing the progress of an investment decision through the governance process including interaction with the wider Council.
4. The extent of interaction and co-investment between CDC and OCC.
5. The extent to which regeneration and the climate crisis, for example, should play a part in investment decisions.
6. The use of external suppliers, particularly lawyers and external valuers.
7. Retaining agents on acquisition and how this might impact on procurement protocols.
8. Geographic investment boundaries i.e. is there an area of economic influence that extends beyond the council's boundaries?
9. Preferred sectors and investment characteristics (lease length, covenant strength etc vs lettability).
10. Cashflow horizons.





*Cherwell*

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## **Cherwell District Council Pay Policy Statement**

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

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## 1. Introduction, Overview and Purpose

Under Section 112 of the Local Government Act 192, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38-43 of the Localism Act 2011 and due regard to the associated Statutory Guidance including the Supplementary Statutory Guidance issued in February 2013 and guidance issued under the Local Government Transparency Code 2015.

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

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

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

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

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

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

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

## 2. Definitions

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

## 2.1. Remuneration

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

## 2.2. Chief Officers

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

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

In the case of the Council these posts are:

- Chief Executive (Head of Paid Service)

### Statutory Chief Officers

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

### Non-Statutory Chief Officers

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

## 2.3. Lowest Paid Employees

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

## 2.4. Pay Multiples

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

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

## 3. Pay Strategy

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

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

## 4. Pay Design

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

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

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

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

## 5. Joint Working

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

## 6. Appointments

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

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

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

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

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

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

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

## 7. Pay Structures

### 7.1. Pay Grades and Progression

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

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

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

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

### 7.2. Pay Supplements

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

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

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

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

Pay Supplements are subject to reviews as appropriate

## **8. Other Employment Related Arrangements**

### **8.1. Local Government Pension Scheme (LGPS)**

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

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

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

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

### **8.2. Benefits Schemes**

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

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

### **8.3. Expenses**

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



## 9. Pay Arrangements for Senior Management

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

The following roles are jointly funded roles as at 1<sup>st</sup> April 2021:

### 9.1. Statutory and non-statutory Chief Officers

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

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

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

## 10. Pay Multiples and Medians as at 1<sup>st</sup> January 2021

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

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

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

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

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

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

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

## 11. Payments on Termination of Employment

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

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

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

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

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

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

## **12.Publication of Senior Salaries Statement**

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

Karen Edwards  
Director of Human Resources  
January 2021

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Council Tax Calculations

Column1	CDC Services	Incl. Parish Precepts
	£	£
CDC Services Gross Expenditure	110,081,209	110,081,209
Parish Precepts		5,450,911
Gross Expenditure	110,081,209	115,532,120
Less: Estimated Income (incl. Business Rates, NHB, RSG)	(102,399,407)	(102,399,407)
Council Tax (Surplus)/Deficit	21,000	21,000
Council Tax Requirement	7,702,802	13,153,713
Divided by Taxbase	55,615.9	55,615.9
Band D Council Tax	138.50	236.51

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2021/22	CALCULATIONS REQUIRED BY SECTIONS 32 to 36 OF THE LOCAL GOVERNMENT FINANCE ACT 1992							
	CALCULATIONS AT BAND D							
	TAX BASE 2021/22	PARISH PRECEPT 2021/22 £	2021/22					TOTAL COUNCIL TAX £
			PARISH NEEDS £	CHERWELL NEEDS £	PARISH & CHERWELL £	COUNTY BAND D £	POLICE BAND D £	
Adderbury	1,330.5	49,880.00	37.49	138.50	175.99	1,573.11	231.28	1,980.38
Ambrosden	796.5	29,290.00	36.77	138.50	175.27	1,573.11	231.28	1,979.66
Ardley	262.3	13,052.00	49.76	138.50	188.26	1,573.11	231.28	1,992.65
Arncott	366.2	17,000.00	46.42	138.50	184.92	1,573.11	231.28	1,989.31
Banbury	15,844.2	1,934,869.00	122.12	138.50	260.62	1,573.11	231.28	2,065.01
Barford	272.8	10,000.00	36.66	138.50	175.16	1,573.11	231.28	1,979.55
Begbroke	359.9	29,026.00	80.65	138.50	219.15	1,573.11	231.28	2,023.54
Bicester	11,994.0	1,582,488.00	131.94	138.50	270.44	1,573.11	231.28	2,074.83
Blackthorn	208.4	11,955.00	57.37	138.50	195.87	1,573.11	231.28	2,000.26
Bletchington	408.3	22,990.00	56.31	138.50	194.81	1,573.11	231.28	1,999.20
Bloxham	1,560.4	£96,676.00	61.96	138.50	200.46	1,573.11	231.28	2,004.85
Bodicote	970.3	34,803.00	35.87	138.50	174.37	1,573.11	231.28	1,978.76
Bourton	342.9	12,450.00	36.31	138.50	174.81	1,573.11	231.28	1,979.20
Broughton	144.9	5,737.00	39.59	138.50	178.09	1,573.11	231.28	1,982.48
Bucknell	109.3	5,545.00	50.73	138.50	189.23	1,573.11	231.28	1,993.62
Caversfield	568.5	6,386.00	11.23	138.50	149.73	1,573.11	231.28	1,954.12
Charlton on Otmoor	206.1	9,300.00	45.12	138.50	183.62	1,573.11	231.28	1,988.01
Chesterton	452.2	38,620.00	85.40	138.50	223.90	1,573.11	231.28	2,028.29
Claydon	136.5	10,961.00	80.30	138.50	218.80	1,573.11	231.28	2,023.19
Cottisford	69.8	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Cropredy	298.7	13,000.00	43.52	138.50	182.02	1,573.11	231.28	1,986.41
Deddington	1,001.1	55,101.00	55.04	138.50	193.54	1,573.11	231.28	1,997.93
Drayton	181.5	9,000.00	49.59	138.50	188.09	1,573.11	231.28	1,992.48
Duns Tew	237.3	24,000.00	101.14	138.50	239.64	1,573.11	231.28	2,044.03
Epwell	136.2	4,987.00	36.62	138.50	175.12	1,573.11	231.28	1,979.51
Fencot and Murcott	127.9	3,000.00	23.46	138.50	161.96	1,573.11	231.28	1,966.35
Finmere	224.0	11,330.00	50.58	138.50	189.08	1,573.11	231.28	1,993.47
Fringford	266.1	13,268.00	49.86	138.50	188.36	1,573.11	231.28	1,992.75
Fritwell	274.2	7,000.00	25.53	138.50	164.03	1,573.11	231.28	1,968.42
Godington	22.6	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Gosford and Water Eaton	549.7	66,456.00	120.90	138.50	259.40	1,573.11	231.28	2,063.79
Hampton Gay and Poyle	82.9	1,500.00	18.09	138.50	156.59	1,573.11	231.28	1,960.98
Hanwell	122.9	5,000.00	40.68	138.50	179.18	1,573.11	231.28	1,983.57
Hardwick with Tusmore	40.9	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Hethe	112.4	5,650.00	50.27	138.50	188.77	1,573.11	231.28	1,993.16
Hook Norton	1,044.3	80,000.00	76.61	138.50	215.11	1,573.11	231.28	2,019.50
Horley	162.5	8,000.00	49.23	138.50	187.73	1,573.11	231.28	1,992.12
Horton	162.9	10,000.00	61.39	138.50	199.89	1,573.11	231.28	2,004.28
Horton cum Studley	243.4	8,925.00	36.67	138.50	175.17	1,573.11	231.28	1,979.56
Islip	322.2	20,417.00	63.37	138.50	201.87	1,573.11	231.28	2,006.26
Kidlington	4,903.0	728,300.00	148.54	138.50	287.04	1,573.11	231.28	2,091.43
Kirtlington	447.6	25,500.00	56.97	138.50	195.47	1,573.11	231.28	1,999.86
Launton	536.3	22,996.00	42.88	138.50	181.38	1,573.11	231.28	1,985.77
Lower Heyford	209.1	8,000.00	38.26	138.50	176.76	1,573.11	231.28	1,981.15
Merton	147.9	16,000.00	108.18	138.50	246.68	1,573.11	231.28	2,051.07
Middle Aston	65.6	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Middleton Stoney	147.9	3,900.00	26.37	138.50	164.87	1,573.11	231.28	1,969.26
Milcombe	243.1	13,500.00	55.53	138.50	194.03	1,573.11	231.28	1,998.42
Milton	86.2	175.00	2.03	138.50	140.53	1,573.11	231.28	1,944.92
Mixbury	116.7	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Mollington	237.7	11,000.00	46.28	138.50	184.78	1,573.11	231.28	1,989.17
Newton Purcell	44.1	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Noke	78.6	2,814.00	35.80	138.50	174.30	1,573.11	231.28	1,978.69
North Aston	93.0	300.00	3.23	138.50	141.73	1,573.11	231.28	1,946.12
North Newington	156.7	4,668.00	29.79	138.50	168.29	1,573.11	231.28	1,972.68
Oddington	63.9	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Piddington	174.1	9,759.00	56.05	138.50	194.55	1,573.11	231.28	1,998.94
Prescote	6.5	0.00	0.00	138.50	138.50	1,573.11	231.28	1,942.89
Shenington	226.9	5,334.00	23.51	138.50	162.01	1,573.11	231.28	1,966.40
Shipton on Cherwell	141.7	5,855.00	41.32	138.50	179.82	1,573.11	231.28	1,984.21
Shutford	207.2	7,750.00	37.40	138.50	175.90	1,573.11	231.28	1,980.29
Sibford Ferris	193.4	6,910.00	35.73	138.50	174.23	1,573.11	231.28	1,978.62
Sibford Gower	246.6	9,350.00	37.92	138.50	176.42	1,573.11	231.28	1,980.81
Somerton	139.0	10,772.60	77.50	138.50	216.00	1,573.11	231.28	2,020.39
Souldern	200.8	7,300.00	36.35	138.50	174.85	1,573.11	231.28	1,979.24
South Newington	148.4	7,356.00	49.57	138.50	188.07	1,573.11	231.28	1,992.46
Steeple Aston	422.4	30,094.00	71.25	138.50	209.75	1,573.11	231.28	2,014.14
Stoke Lyne	106.0	4,662.00	43.98	138.50	182.48	1,573.11	231.28	1,986.87
Stratton Audley	207.0	11,683.00	56.44	138.50	194.94	1,573.11	231.28	1,999.33
Swalcliffe	109.6	7,660.00	69.89	138.50	208.39	1,573.11	231.28	2,012.78
Tadmarton	254.7	10,715.00	42.07	138.50	180.57	1,573.11	231.28	1,984.96
Upper Heyford	161.1	9,408.00	58.40	138.50	196.90	1,573.11	231.28	2,001.29
Wardington	244.4	12,000.00	49.10	138.50	187.60	1,573.11	231.28	1,991.99
Wendlebury	190.1	6,112.00	32.15	138.50	170.65	1,573.11	231.28	1,975.04
Weston on the Green	243.8	22,534.87	92.43	138.50	230.93	1,573.11	231.28	2,035.32
Wigginton	116.2	3,276.00	28.19	138.50	166.69	1,573.11	231.28	1,971.08
Wroxtton	279.2	10,000.00	35.82	138.50	174.32	1,573.11	231.28	1,978.71
Yarnton	1,164.1	103,463.00	88.88	138.50	227.38	1,573.11	231.28	2,031.77
Heyford Park	837.6	44,101.80	52.63	138.50	191.15	1,573.11	231.28	1,995.54
<b>Total of special items</b>	<b>55,615.9</b>	<b>5,450,911.27</b>	<b>98.01</b>	<b>138.50</b>	<b>236.51</b>	<b>1,573.11</b>	<b>231.28</b>	<b>2,040.90</b>

	TAX CALCULATED FOR EACH VALUATION BAND BY CHERWELL							
	VALUATION BAND AND APPROPRIATE PROPORTION							
	A 6/9 £	B 7/9 £	C 8/9 £	D 9/9 £	E 11/9 £	F 13/9 £	G 15/9 £	H 18/9 £
Adderbury	117.32	136.88	156.43	175.99	215.10	254.21	293.31	351.98
Ambrosden	116.84	136.32	155.79	175.27	214.22	253.17	292.11	350.54
Ardley	125.50	146.42	167.34	188.26	230.10	271.94	313.76	376.52
Arncoth	123.28	143.82	164.37	184.92	226.02	267.11	308.20	369.84
Banbury	173.74	202.70	231.66	260.62	318.54	376.46	434.36	521.24
Barford	116.77	136.23	155.70	175.16	214.09	253.01	291.93	350.32
Begbroke	146.10	170.45	194.80	219.15	267.85	316.55	365.25	438.30
Bicester	180.29	210.34	240.39	270.44	330.54	390.64	450.73	540.88
Blackthorn	130.58	152.34	174.11	195.87	239.40	282.93	326.45	391.74
Bletchington	129.87	151.52	173.16	194.81	238.10	281.40	324.68	389.62
Bloxham	133.64	155.91	178.19	200.46	245.01	289.56	334.10	400.92
Bodicote	116.24	135.62	154.99	174.37	213.12	251.87	290.61	348.74
Bourton	116.54	135.96	155.39	174.81	213.66	252.51	291.35	349.62
Broughton	118.72	138.51	158.30	178.09	217.67	257.25	296.81	356.18
Bucknell	126.15	147.18	168.20	189.23	231.28	273.34	315.38	378.46
Caversfield	99.82	116.45	133.09	149.73	183.01	216.28	249.55	299.46
Charlton on Otmoor	122.41	142.81	163.22	183.62	224.43	265.23	306.03	367.24
Chesterton	149.26	174.14	199.02	223.90	273.66	323.42	373.16	447.80
Claydon	145.86	170.18	194.49	218.80	267.42	316.05	364.66	437.60
Cottisford	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Cropredy	121.34	141.57	161.79	182.02	222.47	262.92	303.36	364.04
Deddington	129.02	150.53	172.03	193.54	236.55	279.56	322.56	387.08
Drayton	125.39	146.29	167.19	188.09	229.89	271.69	313.48	376.18
Duns Tew	159.76	186.38	213.01	239.64	292.90	346.15	399.40	479.28
Epwell	116.74	136.20	155.66	175.12	214.04	252.96	291.86	350.24
Fencot and Murcott	107.97	125.97	143.96	161.96	197.95	233.95	269.93	323.92
Finmere	126.05	147.06	168.07	189.08	231.10	273.12	315.13	378.16
Fringford	125.57	146.50	167.43	188.36	230.22	272.08	313.93	376.72
Fritwell	109.35	127.58	145.80	164.03	200.48	236.94	273.38	328.06
Godington	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Gosford and Water Eaton	172.93	201.75	230.58	259.40	317.05	374.69	432.33	518.80
Hampton Gay and Poyle	104.39	121.79	139.19	156.59	191.39	226.19	260.98	313.18
Hanwell	119.45	139.36	159.27	179.18	219.00	258.82	298.63	358.36
Hardwick with Tusmore	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Hethe	125.84	146.82	167.79	188.77	230.72	272.67	314.61	377.54
Hook Norton	143.40	167.31	191.21	215.11	262.91	310.72	358.51	430.22
Horley	125.15	146.01	166.87	187.73	229.45	271.17	312.88	375.46
Hornton	133.26	155.47	177.68	199.89	244.31	288.73	333.15	399.78
Horton cum Studley	116.78	136.24	155.71	175.17	214.10	253.03	291.95	350.34
Islip	134.58	157.01	179.44	201.87	246.73	291.59	336.45	403.74
Kidlington	191.36	223.25	255.15	287.04	350.83	414.62	478.40	574.08
Kirtlington	130.31	152.03	173.75	195.47	238.91	282.35	325.78	390.94
Launton	120.92	141.07	161.23	181.38	221.69	262.00	302.30	362.76
Lower Heyford	117.84	137.48	157.12	176.76	216.04	255.32	294.60	353.52
Merton	164.45	191.86	219.27	246.68	301.50	356.32	411.13	493.36
Middle Aston	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Middleton Stony	109.91	128.23	146.55	164.87	201.51	238.15	274.78	329.74
Milcombe	129.35	150.91	172.47	194.03	237.15	280.27	323.38	388.06
Milton	93.68	109.30	124.91	140.53	171.76	202.99	234.21	281.06
Mixbury	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Mollington	123.18	143.72	164.25	184.78	225.84	266.91	307.96	369.56
Newton Purcell	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Noke	116.20	135.56	154.93	174.30	213.04	251.77	290.50	348.60
North Aston	94.48	110.23	125.98	141.73	173.23	204.73	236.21	283.46
North Newington	112.19	130.89	149.59	168.29	205.69	243.09	280.48	336.58
Oddington	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Piddington	129.70	151.31	172.93	194.55	237.79	281.02	324.25	389.10
Prescote	92.33	107.72	123.11	138.50	169.28	200.06	230.83	277.00
Shenington	108.00	126.01	144.01	162.01	198.01	234.02	270.01	324.02
Shipton on Cherwell	119.88	139.86	159.84	179.82	219.78	259.74	299.70	359.64
Shutford	117.26	136.81	156.35	175.90	214.99	254.08	293.16	351.80
Sibford Ferris	116.15	135.51	154.87	174.23	212.95	251.67	290.38	348.46
Sibford Gower	117.61	137.21	156.82	176.42	215.63	254.83	294.03	352.84
Somerton	144.00	168.00	192.00	216.00	264.00	312.00	360.00	432.00
Souldern	116.56	135.99	155.42	174.85	213.71	252.57	291.41	349.70
South Newington	125.38	146.27	167.17	188.07	229.87	271.66	313.45	376.14
Steeple Aston	139.83	163.14	186.44	209.75	256.36	302.98	349.58	419.50
Stoke Lyne	121.65	141.93	162.20	182.48	223.03	263.59	304.13	364.96
Stratton Audley	129.96	151.62	173.28	194.94	238.26	281.58	324.90	389.88
Swalcliffe	138.92	162.08	185.23	208.39	254.70	301.01	347.31	416.78
Tadmarton	120.38	140.44	160.51	180.57	220.70	260.83	300.95	361.14
Upper Heyford	131.26	153.14	175.02	196.90	240.66	284.42	328.16	393.80
Wardington	125.06	145.91	166.75	187.60	229.29	270.98	312.66	375.20
Wendlebury	113.76	132.73	151.69	170.65	208.57	246.50	284.41	341.30
Weston on the Green	153.95	179.61	205.27	230.93	282.25	333.57	384.88	461.86
Wigginton	111.12	129.65	148.17	166.69	203.73	240.78	277.81	333.38
Wroxton	116.21	135.58	154.95	174.32	213.06	251.80	290.53	348.64
Yarnton	151.58	176.85	198.11	222.38	277.91	328.44	378.96	454.76
Heyford Park	127.43	148.67	169.91	191.15	233.63	276.11	318.58	382.30
<b>Total of special items</b>	<b>157.67</b>	<b>183.95</b>	<b>210.23</b>	<b>236.51</b>	<b>289.07</b>	<b>341.63</b>	<b>394.18</b>	<b>473.02</b>



2021/22	COUNCIL TAX SETTING REQUIRED BY SECTION 30 OF THE 1992 ACT							
	COUNCIL TAX SET FOR EACH VALUATION BAND							
	VALUATION BAND AND APPROPRIATE PROPORTION							
	A 6/9 £	B 7/9 £	C 8/9 £	D 9/9 £	E 11/9 £	F 13/9 £	G 15/9 £	H 18/9 £
Adderbury	1,320.25	1,540.29	1,760.33	1,980.38	2,420.47	2,860.55	3,300.63	3,960.76
Ambrosden	1,319.77	1,539.73	1,759.69	1,979.66	2,419.59	2,859.51	3,299.43	3,959.32
Ardley	1,328.43	1,549.83	1,771.24	1,992.65	2,435.47	2,878.28	3,321.08	3,985.30
Arncoft	1,326.21	1,547.23	1,768.27	1,989.31	2,431.39	2,873.45	3,315.52	3,978.62
Banbury	1,376.67	1,606.11	1,835.56	2,065.01	2,523.91	2,982.80	3,441.68	4,130.02
Barford	1,319.70	1,539.64	1,759.60	1,979.55	2,419.46	2,859.35	3,299.25	3,959.10
Begbroke	1,349.03	1,573.86	1,798.70	2,023.54	2,473.22	2,922.89	3,372.57	4,047.08
Bicester	1,383.22	1,613.75	1,844.29	2,074.83	2,535.91	2,996.98	3,458.05	4,149.66
Blackthorn	1,333.51	1,555.75	1,778.01	2,000.26	2,444.77	2,889.27	3,333.77	4,000.52
Bletchington	1,332.80	1,554.93	1,777.06	1,999.20	2,443.47	2,887.74	3,332.00	3,998.40
Bloxham	1,336.57	1,559.32	1,782.09	2,004.85	2,450.38	2,895.90	3,341.42	4,009.70
Bodicote	1,319.17	1,539.03	1,758.89	1,978.76	2,418.49	2,858.21	3,297.93	3,957.52
Bourton	1,319.47	1,539.37	1,759.29	1,979.20	2,419.03	2,858.85	3,298.67	3,958.40
Broughton	1,321.65	1,541.92	1,762.20	1,982.48	2,423.04	2,863.59	3,304.13	3,964.96
Bucknell	1,329.08	1,550.59	1,772.10	1,993.62	2,436.65	2,879.68	3,322.70	3,987.24
Caversfield	1,302.75	1,519.86	1,736.99	1,954.12	2,388.38	2,822.62	3,256.87	3,908.24
Charlton on Otmoor	1,325.34	1,546.22	1,767.12	1,988.01	2,429.80	2,871.57	3,313.35	3,976.02
Chesterton	1,352.19	1,577.55	1,802.92	2,028.29	2,479.03	2,929.76	3,380.48	4,056.58
Claydon	1,348.79	1,573.59	1,798.39	2,023.19	2,472.79	2,922.39	3,371.98	4,046.38
Cottisford	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Cropredy	1,324.27	1,544.98	1,765.69	1,986.41	2,427.84	2,869.26	3,310.68	3,972.82
Deddington	1,331.95	1,553.94	1,775.93	1,997.93	2,441.92	2,885.90	3,329.88	3,995.86
Drayton	1,328.32	1,549.70	1,771.09	1,992.48	2,435.26	2,878.03	3,320.80	3,984.96
Duns Tew	1,362.69	1,589.79	1,816.91	2,044.03	2,498.27	2,952.49	3,406.72	4,088.06
Epwell	1,319.67	1,539.61	1,759.56	1,979.51	2,419.41	2,859.30	3,299.18	3,959.02
Fencott and Murcott	1,310.90	1,529.38	1,747.86	1,966.35	2,403.32	2,840.29	3,277.25	3,932.70
Finmere	1,328.98	1,550.47	1,771.97	1,993.47	2,436.47	2,879.46	3,322.45	3,986.94
Fringford	1,328.50	1,549.91	1,771.33	1,992.75	2,435.59	2,878.42	3,321.25	3,985.50
Fritwell	1,312.28	1,530.99	1,749.70	1,968.42	2,405.85	2,843.28	3,280.70	3,936.84
Godington	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Gosford and Water Eaton	1,375.86	1,605.16	1,834.48	2,063.79	2,522.42	2,981.03	3,439.65	4,127.58
Hampton Gay and Poyle	1,307.32	1,525.20	1,743.09	1,960.98	2,396.76	2,832.53	3,268.30	3,921.96
Hanwell	1,322.38	1,542.77	1,763.17	1,983.57	2,424.37	2,865.16	3,305.95	3,967.14
Hardwick with Tusmore	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Hethe	1,328.77	1,550.23	1,771.69	1,993.16	2,436.09	2,879.01	3,321.93	3,986.32
Hook Norton	1,346.33	1,570.72	1,795.11	2,019.50	2,468.28	2,917.06	3,365.83	4,039.00
Horley	1,328.08	1,549.42	1,770.77	1,992.12	2,434.82	2,877.51	3,320.20	3,984.24
Hornton	1,336.19	1,558.88	1,781.58	2,004.28	2,449.68	2,895.07	3,340.47	4,008.56
Horton cum Studley	1,319.71	1,539.65	1,759.61	1,979.56	2,419.47	2,859.37	3,299.27	3,959.12
Islip	1,337.51	1,560.42	1,783.34	2,006.26	2,452.10	2,897.93	3,343.77	4,012.52
Kidlington	1,394.29	1,626.66	1,859.05	2,091.43	2,556.20	3,020.96	3,485.72	4,182.86
Kirtlington	1,333.24	1,555.44	1,777.65	1,999.86	2,444.28	2,888.69	3,333.10	3,999.72
Launton	1,323.85	1,544.48	1,765.13	1,985.77	2,427.06	2,868.34	3,309.62	3,971.54
Lower Heyford	1,320.77	1,540.89	1,761.02	1,981.15	2,421.41	2,861.66	3,301.92	3,962.30
Merton	1,367.38	1,595.27	1,823.17	2,051.07	2,506.87	2,962.66	3,418.45	4,102.14
Middle Aston	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Middleton Stoney	1,312.84	1,531.64	1,750.45	1,969.26	2,406.88	2,844.49	3,282.10	3,938.52
Milcombe	1,332.28	1,554.32	1,776.37	1,998.42	2,442.52	2,886.61	3,330.70	3,996.84
Milton	1,296.61	1,512.71	1,728.81	1,944.92	2,377.13	2,809.33	3,241.53	3,889.84
Mixbury	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Mollington	1,326.11	1,547.13	1,768.15	1,989.17	2,431.21	2,873.25	3,315.28	3,978.34
Newton Purcell	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Noke	1,319.13	1,538.97	1,758.83	1,978.69	2,418.41	2,858.11	3,297.82	3,957.38
North Aston	1,297.41	1,513.64	1,729.88	1,946.12	2,378.60	2,811.07	3,243.53	3,892.24
North Newington	1,315.12	1,534.30	1,753.49	1,972.68	2,411.06	2,849.43	3,287.80	3,945.36
Oddington	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Piddington	1,332.63	1,554.72	1,776.83	1,998.94	2,443.16	2,887.36	3,331.57	3,997.88
Prescote	1,295.26	1,511.13	1,727.01	1,942.89	2,374.65	2,806.40	3,238.15	3,885.78
Shenington	1,310.93	1,529.42	1,747.91	1,966.40	2,403.38	2,840.36	3,277.33	3,932.80
Shipton on Cherwell	1,322.81	1,543.27	1,763.74	1,984.21	2,425.15	2,866.08	3,307.02	3,968.42
Shutford	1,320.19	1,540.22	1,760.25	1,980.29	2,420.36	2,860.42	3,300.48	3,960.58
Sibford Ferris	1,319.08	1,538.92	1,758.77	1,978.62	2,418.32	2,858.01	3,297.70	3,957.24
Sibford Gower	1,320.54	1,540.62	1,760.72	1,980.81	2,421.00	2,861.17	3,301.35	3,961.62
Somerton	1,346.93	1,571.41	1,795.90	2,020.39	2,469.37	2,918.34	3,367.32	4,040.78
Souldern	1,319.49	1,539.40	1,759.32	1,979.24	2,419.08	2,858.91	3,298.73	3,958.48
South Newington	1,328.31	1,549.68	1,771.07	1,992.46	2,435.24	2,878.00	3,320.77	3,984.92
Steeple Aston	1,342.76	1,566.55	1,790.34	2,014.14	2,461.73	2,909.32	3,356.90	4,028.28
Stoke Lyne	1,324.58	1,545.34	1,766.10	1,986.87	2,428.40	2,869.93	3,311.45	3,973.74
Stratton Audley	1,332.89	1,555.03	1,777.18	1,999.33	2,443.63	2,887.92	3,332.22	3,998.66
Swalcliffe	1,341.85	1,565.49	1,789.13	2,012.78	2,460.07	2,907.35	3,354.63	4,025.56
Tadmarton	1,323.31	1,543.85	1,764.41	1,984.96	2,426.07	2,867.17	3,308.27	3,969.92
Upper Heyford	1,334.19	1,556.55	1,778.92	2,001.29	2,446.03	2,890.76	3,335.48	4,002.58
Wardington	1,327.99	1,549.32	1,770.65	1,991.99	2,434.66	2,877.32	3,319.98	3,983.98
Wendlebury	1,316.69	1,536.14	1,755.59	1,975.04	2,413.94	2,852.84	3,291.73	3,950.08
Weston on the Green	1,356.88	1,583.02	1,809.17	2,035.32	2,487.62	2,939.91	3,392.20	4,070.64
Wiggington	1,314.05	1,533.06	1,752.07	1,971.08	2,409.10	2,847.12	3,285.13	3,942.16
Wroxton	1,319.14	1,538.99	1,758.85	1,978.71	2,418.43	2,858.14	3,297.85	3,957.42
Yarnton	1,354.51	1,580.26	1,806.01	2,031.77	2,483.28	2,934.78	3,386.28	4,063.54
Heyford Park	1,330.36	1,552.08	1,773.81	1,995.54	2,439.00	2,882.45	3,325.90	3,991.08
<b>DISTRICT AVERAGE</b>	<b>1,360.60</b>	<b>1,587.36</b>	<b>1,814.13</b>	<b>2,040.90</b>	<b>2,494.44</b>	<b>2,947.97</b>	<b>3,401.50</b>	<b>4,081.80</b>

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## **Cherwell District Council**

### **Council**

**22 February 2021**

## **Final Recommendations for the Adderbury Community Governance Review**

### **Report of Chief Executive**

This report is public

### **Purpose of report**

To report the results of the second consultation stage of the Community Governance Review (CGR) for Adderbury.

To consider the final recommendations of the CGR Working Group, that will bring the review to a close.

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the results of the second consultation stage of the Adderbury Community Governance Review
- 1.2 To approve the final recommendations that no warding of Adderbury Parish Council take place, and that the number of parish councillors for Adderbury Parish Council should remain as 12.

### **2.0 Introduction**

- 2.1 At the October 2020 Council meeting, draft recommendations were considered to form the basis of the second consultation period for the Community Governance Review (CGR) for Adderbury.
- 2.2 The recommendations were to consider warding the existing parish council and reviewing the number of parish councillors.
- 2.3 Warding would mean each area of the parish having its own parish councillors that residents can contact to discuss issues, but all councillors act together for the whole parish.
- 2.4 The second consultation stage ran from Monday 2 November 2020 to Monday 4 January 2021.

### 3.0 Report Details

- 3.1 A second consultation document was produced (appendix 2) and again posted to every address on the electoral register in Adderbury parish, a total of 1,387 properties. A copy was also published on the CGR page of the Council's website.
- 3.2 The document outlined the results of the first consultation, when the questions had related to separating the existing parish of Adderbury in to two separate parishes, each with their own parish council. It also detailed the draft recommendations which included the possibility of warding the parish, and reviewing the number of parish councillors.
- 3.3 A reply slip with four questions and space to provide general comments was also included with the document. Responses could be completed using the reply slip and returning it in the pre-paid envelope provided; submitted online through a Survey Monkey version of the reply slip; or by email.
- 3.4 **463** responses were received, with the results breakdown as follows:
- Those agreeing with the proposal to ward the parish council – **100** (21.79% of responses received).
  - Those disagreeing with the proposal to ward the parish council – **359** (78.21% of responses received).
  - Regarding the boundary location if two wards were created, 65 responses felt that the Sor Brook should be the boundary; 56 responses felt the A4260/Oxford Road should be the boundary; 3 responses thought the boundary should be somewhere else, and 291 responses did not want two wards to be created.
  - In relation to possible names for the two wards if they were created, 40 responses preferred West Adderbury and East Adderbury; 60 responses preferred West Adderbury and East Adderbury with Twyford, and 310 responses did not want two wards to be created
  - Finally on the question of reviewing the number of parish councillors, 71 responses thought the number of parish councillors should be increased; 18 responses thought the number should be decreased; and 327 responses thought the number should remain the same.
- 3.5 All responses received, including letters, are available to view on the Council's [CGR webpage](#)
- 3.6 Responses submitted by West Adderbury Residents Association, who arranged and submitted the initial petition and Adderbury Parish Council, as the parish council for the review area, are included at appendix 3 to the report.
- 3.7 The CGR working group met during January to consider the second consultation responses, and to agree final recommendations.

- 3.8 During the second consultation stage it was again made clear that residents of Adderbury do not wish to see a split of any description take place. Although the two wards would still work together to form Adderbury Parish Council, the view of the majority of responses to the second consultation was that Adderbury should remain an unwarded Parish Council, with 359 of the 463 submitted responses saying no to the warding proposal.
- 3.9 With regard to the number of parish councillors on Adderbury Parish Council, the consultation responses did not support any change, therefore the Working Group consider taking into account all the information before it that to recommend an increase or a decrease would be enforcing an unwanted change on the residents.
- 3.10 Following the second consultation, the Working Group again considered the question of separating Adderbury into two parish council areas. The Working Group agreed that nothing had been submitted during the second consultation stage to change their recommendations.
- 3.11 In conclusion the Working Group felt that given the level of opposition to the proposals consulted upon demonstrated during both consultation stages, the recommendations to full Council should be that no changes be made to the existing parish area of Adderbury, and the number of parish councillors should remain at 12.
- 3.12 Appendix 1 is the full final recommendations document that was published on 1 February 2021.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 Council is requested to approve the recommendations as set out in section 1 of this report, as the CGR working group believe they are in the best interests of the parish of Adderbury.

## **5.0 Consultation**

Residents of Adderbury  
Responses as detailed on the [CGR page](#) of the CDC website.

CGR Working Group  
Responses as set out in this report.

## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: To recommend that Adderbury Parish be warded. This is rejected for the reasons set out in paragraph 3.11 above

## 7.0 Implications

### Financial and Resource Implications

- 7.1 Costs associated with the review have been met from existing Democratic and Elections budget. Consideration of these recommendations will bring the review to a close.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845, [michael.furness@cherwell-dc.gov.uk](mailto:michael.furness@cherwell-dc.gov.uk)

### Legal Implications

- 7.2 Following receipt of a valid petition and Full Council agreeing to the Terms of Reference (ToR) of the Community Governance Review, it has been run in accordance with these ToR and Local Government and Public Involvement in Health Act 2007.

Comments checked by:

Chris Mace, Solicitor. 01295 221808, [Christopher.mace@cherwell-dc.gov.uk](mailto:Christopher.mace@cherwell-dc.gov.uk)

### Risk Implications

- 7.3 The proposals in this report are in line with the powers of the council as set out in the Local Government and Public Involvement in Health Act 2007 and reflect the views expressed during the consultation period.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes. 01295 221786, [louise.tustian@cherwell-dc.gov.uk](mailto:louise.tustian@cherwell-dc.gov.uk)

### Equality Implications

- 7.4 The process of undertaking the community governance review and the approach taken to ensure that all voices in the community were heard is set out in the report and appendices in line with government guidance that the views of local communities and inhabitants are of central importance. The recommendations of the working group are intended to best serve all parts of the community as set out in the accompanying report and no additional equalities implications are identified within the report or raised by the recommendations.

Comments checked by:

Robin Rogers, Head of Strategy, [robin.rogers@Cherwell-DC.gov.uk](mailto:robin.rogers@Cherwell-DC.gov.uk)

## 8.0 Decision Information

**Key Decision N/A as not an Executive report**

**Financial Threshold Met:** N/A

**Community Impact Threshold Met:** N/A

**Wards Affected**

Adderbury, Bloxham and Bodicote.

**Links to Corporate Plan and Policy Framework**

N/A – statutory obligation to undertake a Community Governance Review following receipt of a valid petition.

**Lead Councillor**

N/A

**Document Information**

**Appendix number and title**

- Appendix 1 - Final recommendations document as published on 1 February 2021
- Appendix 2 - Second stage consultation document
- Appendix 3 - consultation responses from West Adderbury Residents Association and Adderbury Parish Council

**Background papers**

None

**Report Author and contact details**

Emma Faulkner, Democratic and Elections Officer. [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk)  
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## **Cherwell District Council**

### **Local Government and Public Involvement in Health Act 2007 Community Governance Review for Adderbury**

#### **Final Recommendations**

##### **1. Brief background to the Review**

- 1.1 On 6 April 2020, Cherwell District Council (CDC) validated a Community Governance Review petition from West Adderbury Residents Association, requesting that the area known as West Adderbury be split from the current parish of Adderbury, to form a separate parish with its own parish council.
- 1.2 The reasons given for requesting the Community Governance Review were as follows:
  - *APC [Adderbury Parish Council] is not reflective of West Adderbury's needs, interests and identity;*
  - *APC cannot represent a geographically, socially and politically distinct West Adderbury;*
  - *West Adderbury residents have no stake in deciding their own future;*
  - *West Adderbury residents do not share a vision of the future with APC;*
  - *West Adderbury residents have no sense of belonging with APC;*
  - *APC is not capable of allowing West Adderbury residents a voice in the management of their own community;*
  - *There is currently no community cohesion between West and East Adderbury;*
  - *APC is not capable of allowing West Adderbury residents to solve their own problems and meet their own needs;*
  - *APC prevents West Adderbury from fulfilling its potential as a community.*
- 1.3 In accordance with the Local Government and Public Involvement in Health Act 2007, the Council had 12 months to conduct the review, starting on the date the petition was deemed valid.
- 1.4 Full Council considered Terms of Reference for the Review at its meeting on 20 May 2020, and resolved to appoint a Community Governance Review (CGR) Working Group to undertake the review, and make recommendations.

##### **2. Summary of the Consultation**

- 2.1 Two consultation stages were held in relation to the review.
- 2.2 The first consultation stage ran from 29 June to 28 August 2020. A consultation letter was delivered to every residential address in the existing parish, and included a reply slip and reply-paid envelope. Responses could also be submitted via email, or directly into an online survey.
- 2.3 The first consultation asked:

- If it was a good idea for Adderbury parish to be split in two
  - If agreeing that it was a good idea, the proposed location of the boundary
  - For suggestions of names for the two parishes
- 2.4 739 responses were received, with 181 agreeing it was a good idea to separate the parish, and 553 disagreeing.
- 2.5 Taking into account the responses received during the first consultation stage, the CGR Working Group recommended to full Council on 19 October 2020 that no separation of Adderbury Parish should take place, as the residents did not want it.
- 2.6 Due to the number of comments received during the first consultation that referred to some residents feeling West Adderbury did not have its own voice, the CGR Working Group recommended that consideration be given to warding the existing parish council.
- 2.7 The CGR also made a further recommendation regarding consideration of the number of parish councillors on the existing parish council.
- 2.8 Full Council approved the recommendations as a basis for the second consultation period, which ran from 2 November 2020 to 4 January 2021.
- 2.9 Each residential household in the existing parish was again sent a consultation letter, with a reply slip and reply-paid envelope. Responses could also be submitted via email, or directly into an online survey.
- 2.10 The second consultation asked:
- If it was a good idea to create two wards in Adderbury Parish Council
  - If two wards were created, where the boundary between them should be
  - What the names of the wards should be
  - If the number of parish councillors for the parish should be reviewed
- 2.11 463 responses were received, with 100 responses saying yes to the creation of two wards, and 359 responses saying no.
- 2.12 65 responses thought that, if created, the ward boundary should be the Sor Brook; 56 responses thought the ward boundary should be the A4260/Oxford Road. 3 Responses thought the ward boundary should be somewhere else, and 291 responses stated that they did not think there should be two wards.
- 2.13 Regarding possible names for the two wards if they were created, 40 responses preferred West Adderbury and East Adderbury; 60 responses preferred West Adderbury and East Adderbury & Twyford; 310 responses stated that they did not think there should be two wards.
- 2.14 Finally in response to the number of parish councillors for the existing parish council, 71 responses thought that the number of parish councillors should be increased; 18 responses felt that the number of parish councillors should be decreased; and

2.15 327 responses felt that the number should stay the same.

All information relating to this review, including copies of the consultation letters and all responses received, can be found on the [Community Governance Review page](#) of the Cherwell District Council website.

### **3. Consequential Matters**

#### **The Law, Duties and Guidance**

3.1 Under Section 93 of the Local Government and Public Involvement in Health Act 2007, a Principal Council must comply with various duties when undertaking a CGR, including:

1. It must have regard to the need to secure that community governance within the area under review
  - i. Reflects the identities and interests of the community in that area;
  - ii. Is effective and convenient
2. The Council must take into account any representations received in connection with the review.

3.2 Under Section 100 of the Act, the Council must have regard to guidance issued by the Secretary of State. In March 2010, Communities and Local Government and the Local Government Boundary Commission for England published guidance on CGRs.

3.3 The guidance states that the Council must have regard to the need to secure community governance within the area under review; it reflects the identities of the community in the area, and is effective and convenient. Paragraph 50 of the guidance notes that in defining a Parish “the views of local communities and inhabitants are of central importance.”

3.4 The guidance also acknowledges that how people perceive where they live is significant in considering the identities and interests of local communities and depends on a range of circumstances, often best defined by local residents.

### **4. Final Recommendations**

4.1 Taking into account the guidance, the statutory obligations and the responses of the consultations, the CGR Working Group has made the following final recommendations for the community governance review of Adderbury:

1. That no changes be made to the existing parish area of Adderbury
2. That no changes be made to the existing number of Adderbury Parish Councillors

4.2 The working group have reached their recommendations after giving full consideration to all representations received across both consultation stages.

- 4.3 Following the first consultation stage it was clear that residents of Adderbury did not want a split to take place, with 553 of the 739 submitted responses disagreeing with the proposal. The Working Group made recommendations to explore other options, to understand the wishes and views of West Adderbury Residents Association and the residents who had supported the CGR petition.
- 4.4 During the second consultation stage it was again made clear that residents of Adderbury do not wish to see a split of any description take place. Although the two wards would still work together to form Adderbury Parish Council, the view of the majority of responses to the second consultation was that Adderbury should remain an unwarded Parish Council, with 359 of the 463 submitted responses saying no to the warding proposal.
- 4.5 With regard to the number of parish councillors on Adderbury Parish Council, the consultation responses did not support any change, therefore the Working Group consider taking into account all the information before it that to recommend an increase or a decrease would be enforcing an unwanted change on the residents.
- 4.6 Following the second consultation, the Working Group again considered the question of separating Adderbury into two parish council areas. The Working Group agreed that nothing had been submitted during the second consultation stage to change their recommendations.
- 4.7 In conclusion the Working Group felt that given the level of opposition to the proposals consulted upon demonstrated during both consultation stages, the recommendations to full Council should be that no changes be made to the existing parish area of Adderbury, and the number of parish councillors should remain at 12.
- 4.8 Full Council will consider these recommendations at its meeting on 22 February 2021.



Bodicote House  
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Banbury  
Oxfordshire  
OX15 4AA  
www.cherwell.gov.uk

The Householder

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Please ask for:	Democratic and Elections	Direct Dial:	01295 221534
Email:	democracy@cherwell-dc.gov.uk	Our Ref:	Adderbury CGR

2 November 2020

Dear Resident

### Possible split of Adderbury Parish Council into two new Parish Councils – results of first consultation and recommendations from Cherwell District Council

In June this year we wrote to every household in Adderbury, to tell you about a petition we had received from West Adderbury Residents Association requesting that Adderbury Parish be separated into two individual parish councils.

The results of the first consultation have been considered by District Councillors, and they have agreed recommendations for the next stage of the process.

#### What were the results of the first consultation?

We asked three main questions during the first consultation:

- Do you think it is a good idea to split Adderbury Parish in two?
- If you agree that it is a good idea, do you agree with the proposed boundary location?
- If two parishes were to be created, what do you think they should be called?

**739** responses were received to the first consultation. Of these responses:

**181** (24.7% of responses received) thought **yes**, it was a good idea to separate the parish into two parish councils. Of these, 165 agreed with the proposed location of the parish boundary along the Sor Brook. 8 Disagreed with the proposed boundary, and suggested the A4260/Oxford Road as an alternative.

**553** (75.3% of responses received) thought **no**, it was not a good idea to separate the parish into two parish councils.

Five responses (less than 1%) were returned which stated they were 'undecided'.

All of the responses received during the first consultation stage are available to view on the Cherwell District Council website <https://www.cherwell.gov.uk/communitygovernance>. Names and addresses have been removed.

The consultation also asked for any further comments that people wished to make.

The responses which supported separation highlighted the need for West Adderbury to be recognised and have its own voice. Some of the responses felt that this isn't the case with the existing parish council, and by separating into two parish councils along what was a natural divide, residents in West Adderbury would be better represented and have more chance to have their views heard.

Responses which did not support the separation of the parish council talked about how well Adderbury had come together as a community during the current coronavirus pandemic, and the importance of remaining together during such difficult times. Community services were shared across the parish and would continue to be used by all Adderbury residents even if the parish council were split. The potential cost of separation was also raised. A number of responses also talked about disappointment and sadness that the separation had been suggested.

The District Councillors have considered all of the responses received during the first consultation. Whilst recognising the points raised regarding West Adderbury being acknowledged and represented on the existing parish council, they felt that separating the existing parish would not be a viable solution and believe that there should be no separation of Adderbury Parish Council into two parish councils.

### **What do District Councillors think should happen?**

The District Councillors want to find out what residents of Adderbury think of the parish council being divided into wards for the purpose of electing councillors. Adderbury would continue to have one parish council but the overall number of parish councillors would be divided between two parish wards. Kidlington Parish Council is an example of an existing warded parish. The village is divided into five different wards with each ward having its own parish councillors. This means that each area of the parish has its own representatives that residents can contact and ask to raise issues on their behalf at parish council meetings, but all councillors act together for the whole parish.

### **Could there be changes to my Council Tax if the Parish Council is warded?**

We cannot say, as Cherwell District Council has no involvement in the decisions around the parish precept element of the council tax bill. However, as a warded parish still acts as one parish council, the amount needed to fund parish responsibilities is still spread across the whole parish. Therefore if your house is a Band D property, you will pay the same parish precept amount as other Band D properties in Adderbury.

### **Where would the boundary be between the two wards?**

This depends on the results of this consultation and if a warded parish is supported.

The CGR petition submitted by the West Adderbury Residents Association talked about the Sor Brook being used as a boundary if the parish were split. The brook could be the position for a ward boundary, or it could be somewhere different, such as the A4260/Oxford Road. The map on page 5 shows the position of the brook (blue line) and the A4260/Oxford Road (red line), and a copy is also available to view electronically on the

CGR page of the Cherwell District Council website. Question 2 asks you to give your suggestions.

### **What would the names of the wards be?**

This is also dependent on the results of this consultation and if a warded parish is supported.

One of the wards could be called 'West Adderbury', with the other one 'East Adderbury' or 'East Adderbury and Twyford'. Question 3 asks you to give your suggestions.

### **Will the total number of parish councillors for Adderbury parish change?**

It might do. As part of their discussions, the District Councillors decided they would like to review the number of parish councillors. The parish currently has 12 councillors. The results of this consultation will help with the final recommendations, and question 4 asks you for your views on the total number of parish councillors.

### **What will happen if there is no support for a warded parish?**

The District Councillors will need to consider the consultation responses received and decide what final recommendations to make.

### **What happens now?**

Cherwell District Council is again consulting every household in Adderbury to ensure that everybody in the parish has an opportunity to give their views.

On pages 7 and 8 you will find a reply slip. Please take a few minutes to fill this in and return it using the pre-paid envelope supplied.

Alternatively, you can reply electronically. You can visit our webpage [www.cherwell.gov.uk/communitygovernance](http://www.cherwell.gov.uk/communitygovernance) and click on the link to answer the questions through an online version of the reply slip, or send an email to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk).

If your household has people who would each like to submit their own consultation response, that is allowed. The consultation is open to anybody who would like to respond, it is not restricted to one response per household, though each person should only submit one response.

All written or emailed responses should reach us between Monday 2 November 2020 and Monday 4 January 2021 to be taken into consideration. The online survey will close at 11:59pm on the same date. Please do not submit anything before 2 November as we are not able to accept comments outside of the consultation dates.

All responses received will be logged, and at the end of the process the consultation log will be made public so that everyone can see everything that has been submitted, as we have done with the first consultation stage responses. We will remove names and refer to addresses based on how people have completed the responses, e.g. 'Adderbury', 'West Adderbury', 'no address given'.

Before submitting a response, please consider the way in which you plan to make your point. A number of responses were submitted during the first consultation which made

comments of a personal nature towards individuals and the District Councillor working group was extremely disappointed by the tone and language used in this small minority of responses. Cherwell District Council requests that points are made respectfully. Any responses submitted that are considered unacceptable will not be published in the consultation log.

Consultation responses will be considered by a working group of District Councillors, who will come up with a set of final recommendations to be considered by full Council (all District Councillors) in February 2021.

Yours sincerely,

Democratic and Elections Team

Cherwell District Council

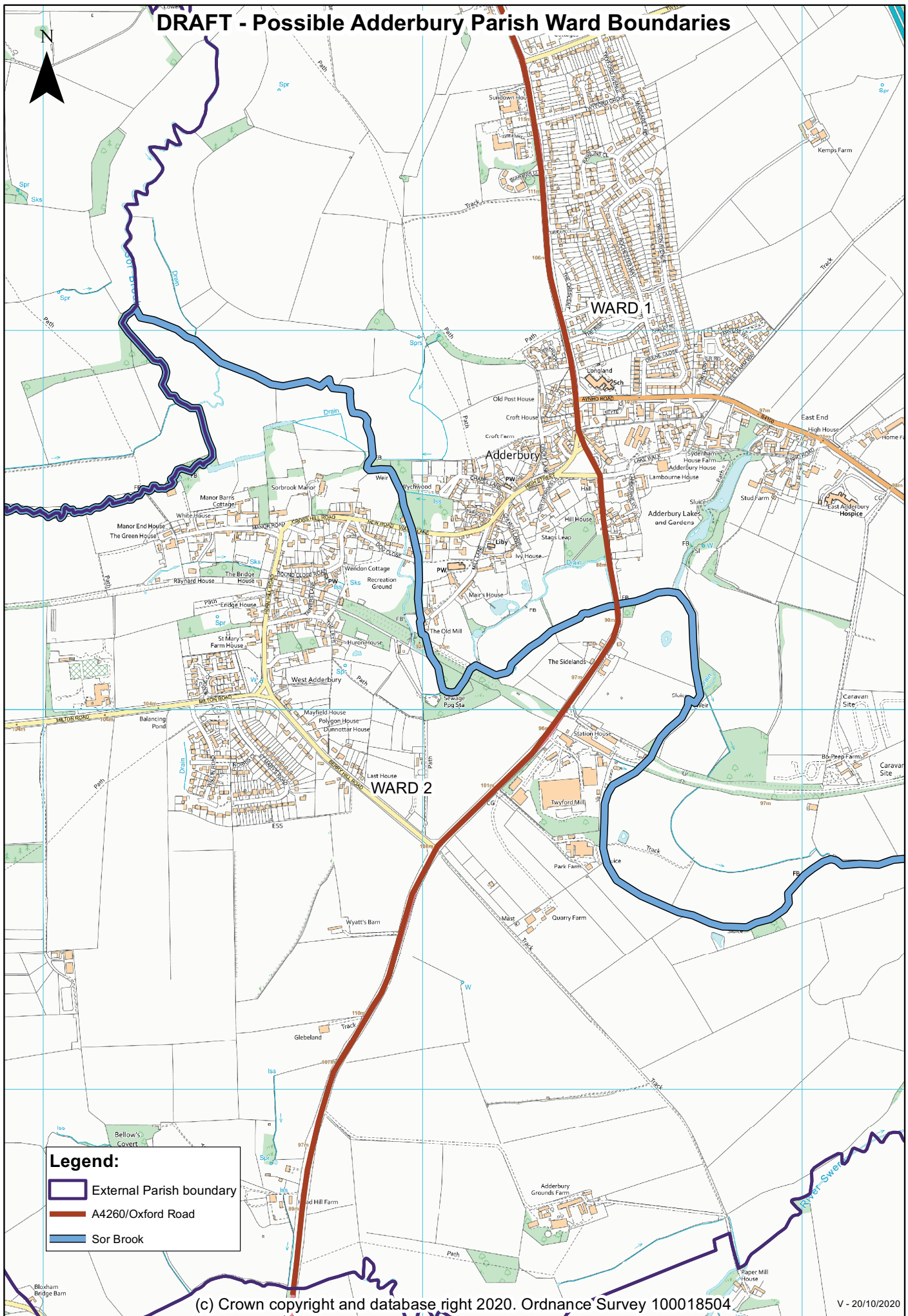
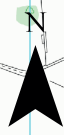
If you require this document in a different format (such as a large print version or special access facilities) please contact the Democratic and Elections Team, [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk)

All information collected through this consultation will be treated appropriately to conform with data protection legislation. The Council has to publish all comments received in connection with a community governance review. If we receive a comment on behalf of a group, such as a parish council, political party or disability access group, we will name the group, but we will not publish the names of individuals who have commented.



# DRAFT - Possible Adderbury Parish Ward Boundaries

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V - 20/10/2020

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# Adderbury Community Governance Review – second consultation

## Tell us what you think of these suggestions

Name:

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Address:

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We will not share your name and address with anyone, we have only asked for these details so that we can monitor which areas of the parish have replied. If you would prefer, you can just tell us the street you live on, or just state 'Adderbury'.

**Question 1. Do you think it is a good idea to create two wards in Adderbury Parish Council?**

Yes

No

Please give brief reasons for your answer

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**Question 2. If two wards were created, where should the boundary be? The map at page 5 shows the position of the Sor Brook (blue) and A4260/Oxford Road (red)**

The boundary should be along the Sor Brook

The boundary should be along the A4260/Oxford Road

The boundary should be somewhere else

I don't think there should be two wards

If you think the boundary should be somewhere else, please describe where you think it should be

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**Questions 3, 4 and 5 are over the page.**



**Question 3. What do you think the names of the two wards should be?**

West Adderbury/East Adderbury

West Adderbury/East Adderbury and Twyford

I don't think there should be two wards

Something different (Please specify below)

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**Question 4. Do you think the total number of parish councillors for Adderbury Parish should be reviewed?**

Yes, the number should be increased

Yes, the number should be decreased

No, the number should stay the same

**Question 5. Do you wish to make any further comments?**

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## Appendix 3

### West Adderbury Residents Association Consultation response

Dear Councillors

For many years, residents of West Adderbury have felt that their concerns and needs were being ignored in favour of the majority in East Adderbury and Twyford. Despite having had (at one point) six West Adderbury councillors on the Parish Council, issues affecting West Adderbury have always been decided by this majority, without regard for the views of West Adderbury itself. For example, when West Adderbury asked the rest of the parish via a parish poll to support the use of some Section 106 funds to address speeding traffic on Milton, Berry Hill, Horn Hill and Cross Hill Roads, the residents of Twyford and East Adderbury instead voted to continue using these funds to develop sports facilities on Milton Road – despite the fact that this money came from new developments in West Adderbury.

It is clear to WARA that a single Parish Council cannot possibly effectively represent all three areas of the parish, and that since West Adderbury is the rural minority our needs will always come last. In desperation, nearly 200 West Adderbury residents signed a petition asking CDC to reinstate West Adderbury Parish Council, which co-existed happily with the old East Adderbury Parish Council up until the early 70s. These residents asked CDC to consider whether the governance of West Adderbury “reflects the identities and interests of the community in that area, and is effective and convenient”. Hundreds of pages of evidence were supplied during the first stage of the consultation to support the view that such governance could only be achieved by reinstating a separate Parish Council for West Adderbury.

Despite this, the CGR Working Group appears to have made the decision very early on not to reinstate our Parish Council. This view is supported by the Chair of the Working Group’s statement at the Council meeting on 19 October 2020: “To be absolutely clear, the second consultation which we have to have by law will be on warding or the number of councillors. It will not be another consultation on separation. That has already been decided.”

The basis of this decision appears to relate simply to the absolute number of votes and the percentage in favour of and against separation of the parish. This is evidenced by the Working Group Chair stating that “consultation had clearly shown a majority against separation”, and in Steve Jordan’s letter of 21 October 2020, which states “Given the high percentage of responses that did not support the proposal, the Working Group unanimously agreed that separation of the existing parish council should not take place.”

According to the law and guidance on CGRs, the principle criteria to be considered by the Working Group should have been the identity and interests of West Adderbury, and whether the current arrangements are effective and convenient. There is nothing whatsoever in the Working Group’s report to suggest that any of these criteria were considered. Instead, the Working Group has looked at the parish of Adderbury as a whole and has made a decision based solely upon the views of the majority.

In other words, in response to a petition which stated that the needs and wishes of West Adderbury are always outvoted by the majority in East Adderbury and Twyford, the Working Group ran a poll in which – surprise, surprise – the wishes of West

Adderbury were outvoted by the majority in East Adderbury and Twyford. As far as we can see, no further work or discussion has taken place. In its report, the Working Group does not suggest that West Adderbury does not have its own identity, or that governance in West Adderbury is already effective and convenient; these matters were simply not considered. The Working Group has made a decision based on a vote, in which it did not confirm whether respondents actually lived in the parish, or even in the county. While it is open to the Working Group to consider the opinions of the wider parish, these opinions should not have been given the same or greater weight than the principle criteria set out in law. It seems incredible to us that Councillors cannot see the problem with the approach they have taken.

To add insult to injury, the Working Group Chair went on to opine that “The group felt that the real problem was the feeling that they were not being represented by the parish council despite the fact that they always had a pretty good number of councillors who lived in West Adderbury”. In addition to making very little sense, this statement completely ignores the many comments submitted by West Adderbury residents, and suggests that the Working Group knows better than we do what the “real problem” is.

In failing to address the concerns WARA has raised over the past months with the way in which the CGR has been handled, CDC has lost the confidence of West Adderbury residents. We simply do not believe that CDC has considered what would be best for West Adderbury, as we asked them to. The Working Group has let us down.

With regard to the proposal to ward the existing Parish Council, we note that the CGR guidance states “Warding may be appropriate where the parish encompasses a number of villages with separate identities, or a village with a large rural hinterland”. There is no minimum requirement in terms of number of residents for a ward to be set up. However, WARA believes that setting up a new ward for West Adderbury would simply formalise our status as a minority, since inevitably CDC would not propose an even split of councillors between wards. While we would have a designated number of councillors representing West Adderbury, these councillors would always be outvoted by councillors representing East Adderbury and Twyford.

WARA does not believe that warding is the answer to the serious and ongoing governance issues in West Adderbury. However, should CDC be minded to proceed with warding, WARA suggests that the ward boundary be along the Sor Brook and that the wards be known as West Adderbury and East Adderbury/Twyford. A larger number of parish councillors would perhaps be beneficial in bringing new ideas and views to the existing council, which has seen the same small core of councillors run the parish for over 20 years.

Best wishes to you all for 2021,

The WARA Committee  
(Kevin Underwood, Allan Ziff, Denise Mobbs, Tom Osborne, Sue Bradley)

## **Response from Adderbury Parish Council on the Community Governance Review Second Stage of the Consultation Process**

At the first stage of the consultation process, Adderbury Parish Council (APC) objected to a split of the village to form a new parish in the west and these reasons were stated in its response to Cherwell District Council (CDC).

The Parish Council was pleased that Cherwell District Council's Community Governance Review Working Group agreed that a split was not in the best interests of the community and that the Parish Council of Adderbury should remain as one Body.

However, the Parish Council does not support the further proposals by the Working Group that the Parish be split into two Wards and the number of Parish Councillors be increased. Some of the reasons for not supporting the original proposal still apply. The reasons for not supporting the specific proposal for two Wards are as follows:

- West Adderbury residents are well represented on the existing Council. There are currently seven members of the Parish Council who live in West Adderbury. These Councillors work hard for the whole community of Adderbury, not just the part of the village they live in.
- At the last election in 2016, eight of the eleven elected Councillors were from West Adderbury and the number since has ranged from seven to four. The most recent four vacancies have been filled by two residents from West Adderbury and two from elsewhere. To create a Ward system would restrict who could stand for vacancies, which does not seem democratic and is not the case at Parish Council level generally.
- The Parish Council always engages with residents from West Adderbury, just as it does from elsewhere in the Parish. In the last two to three years alone the PC has worked with them on many projects including traffic calming, biodiversity, Community Speedwatch, the sports pitches and community pavilion on Milton Road, to name but a few.
- The Parish Council, has recently consulted with residents of the village on the proposed traffic calming measures in West Adderbury. These are two chicanes on Milton Road and Berry Hill Road and a closure of the Milton Road/Horn Hill Road junction to stop traffic speeding into the High Street. The Community Speedwatch Scheme also operates in West Adderbury as well as other areas of the village.
- CDC has referred to Kidlington Parish as an example of Wards. However this is not comparable as Kidlington is far larger than Adderbury (being about 15000 residents) but Adderbury is only around 3000, which is the equivalent of one Ward for Kidlington.
- The Parish Council already has a system of 'Areas of Responsibility' by which Councillors take note of their allocated area in the village, albeit perhaps less formally than as a 'Ward Member'.
- APC does not see any positive reason for having two Wards and believes it will be detrimental. Those who have vociferously campaigned for their separate council may simply see it as a version of that and this will cause disruption and argument at APC meetings if some councillors think their opinions should carry more weight since it is 'their Ward'.

- The area of West Adderbury is not big enough to form a Ward. If there are two Wards this could only be formed by including residents from other areas of Adderbury which have never been considered as West Adderbury. The PC does not think this is acceptable.
- In the first consultation the residents of Adderbury were very clear that they did not want the village to be split and they wanted the village to remain a united Parish. There was an overwhelming majority in support of the existing Parish Council. Creating an unnecessary Ward system would be contrary to those wishes.
- The suggestion of Wards was never part of the original petition and therefore should not be considered. The original petition had no intention of extending West Adderbury or of setting up a system to work under the existing Parish Council. Cherwell District Council are in danger of making changes which were not requested under the CGR petition system and also of ignoring the clear wishes of the majority of the electorate of Adderbury.
- This is also shown in the suggestion of using the A4260 as a boundary. CDC have said this was suggested by just eight of the 739 responders to the first consultation. This is completely insufficient a number to give any credence to this idea.
- The lack of support for WARA and its proposals was demonstrated by the low number of responses in support of the petition's ideas in the first consultation process. The number of people supporting the original proposal was less than the number of people who signed the petition to call for the CGR in the first place.
- APC believes there is no mandate for any changes to the Governance of this Parish and that has been clearly demonstrated by the responses to the first consultation. Only 181 residents supported the first consultation request. CDC have accepted this was only 24.7% of those who responded and it is only 7% of the whole electorate of Adderbury. Therefore CDC now risks imposing changes which have not been requested nor supported in any way and would in fact, be contrary to the wishes of the majority of the electorate of Adderbury.

The Parish Council urges Cherwell District Councillors to listen to the clear wishes of the majority of residents within the Parish of Adderbury and to recommend that the Parish Council remains unchanged.

**The Parish Council believes that if a separate Wards with the Parish Council are established, the whole community will be the poorer for their creation.**

24 November 2020



## **Cherwell District Council**

### **Council**

**22 February 2021**

### **(Draft) Statement of Licensing Policy**

### **Report of Assistant Director – Regulatory Services**

This report is public

#### **Purpose of report**

This report introduces a final draft of the revised Statement of Licensing Policy (attached as Appendix 1) following consultation. It explains the reason for the review, provides a summary of the main changes to the current policy, and outlines the consultation process followed.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To approve and adopt the revised Statement of Licensing Policy.

#### **2.0 Introduction**

- 2.1 Section 5 of the Licensing Act 2003 requires all licensing authorities to prepare and publish a Statement of Licensing Policy outlining the principles they propose to apply in exercising their functions under the Act.
- 2.2 The policy covers licensable activities such as the sale and supply of alcohol, regulated entertainment and late-night refreshment.
- 2.3 It is a requirement that the policy is reviewed at least every five years to ensure it reflects current legislation and guidance, although the Licensing Authority can review it at any time. The last review and revision occurred in 2015 when the policy was adopted by Council at its meeting on 14 December 2015 and published in January 2016.

#### **3.0 Report Details**

- 3.1 The revised draft policy is attached at Appendix 1 and a summary of the changes is attached at Appendix 2.
- 3.2 The main changes are the addition of a separate section (sections 7, 8, 9, and 10) for each of the four licensing objectives to expand on the information applicants

need to consider in their operating schedule when making an application, and a new section (section 30) on Smokefree.

- 3.3 The Act requires a consultation to be carried out with the persons/groups detailed in section 5 below. This was carried out between the 8 December 2020 and 5 January 2021.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 To consider the proposed changes and suggest any additional amendments prior to the draft policy being considered by Full Council on 22 February 2021.

## **5.0 Consultation**

- 5.1 We consulted with the following responsible authorities:

- Thames Valley Police (Licensing)
- Oxfordshire County Council Fire and Rescue (as the Fire Authority for the area)
- Trading Standards
- Environmental Health
- Cherwell District Council's Planning Department (as the Planning Authority)
- Oxfordshire County Council Public Health

- 5.2 We also consulted:

- Holders of premises licences
- Holders of club premises certificates
- Holders of personal licences
- Parish Councils

- 5.3 The document was also circulated to Councillor Douglas Webb, Chairman of the Licensing Committee, and Councillor Andrew McHugh, Portfolio Holder for Health and Wellbeing.

- 5.4 Oxfordshire County Council Public Health responded to the consultation. Under the section on the prevention of crime and disorder they recommended additional information be included on Pubwatch, CCTV, alcohol consumption, dispersal policies, illegal drugs and modern slavery. Under public safety they recommended additional information be included on alcohol harm reduction and occupancy limits. Under the prevention of public nuisance, they recommended additional information be included on odour, waste, the use of outside areas and unregulated entertainment. And under the section on the protection of children from harm they recommended that additional information be included on age verification, proxy sales, and child exploitation. Their recommendations have been included in the policy.

- 5.5 A response to the consultation was received from The Oxfordshire Tobacco Control Alliance. They support and commend the inclusion of the section on Smokefree. They recommended that where external seating is provided 100% of the seating should be no smoking and not 70% as proposed in the draft policy. They also

questioned the requirement of a minimum distance of two metres between smoking and non-smoking areas.

- 5.6 The Licensing Team received fifteen enquiries from licensees asking how the revisions in the policy would affect them and if there was any action they would need to take, and these were all responded to.
- 5.7 The draft policy was considered by the Overview and Scrutiny Committee at its meeting on Tuesday 12 January 2021 and no amendments were recommended.
- 5.8 The draft policy was considered by the Executive at its meeting on Monday 1 February 2021 and no amendments were recommended. The Executive did discuss the recommendation from the Oxfordshire Tobacco Control Alliance that 100% of the external seating, where provided, should be no smoking and not 70% as proposed. They decided that given the current state of the hospitality industry 100% would be too onerous and it should remain at 70% as proposed in the policy.

## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: Not review the policy. It is a statutory requirement that the policy is reviewed at least every five years, so this option is rejected.

- 6.2 Option 2: Re-issue the policy with no changes. This option was rejected since revisions of the policy were considered necessary to take into account changes in policy and guidance and commitments provided by the council to support smoking reduction in Oxfordshire.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no financial implications arising directly from this report.

Comments checked by:  
Kelly Wheeler, Finance Business Partner 01295 221570  
kelly.wheeler@cherwell-dc.gov.uk

### **Legal Implications**

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:  
Colin Evans, Solicitor, 01295 753701, colin.evans@cherwell-dc.gov.uk

### **Risk Implications**

- 7.3 There are no risks arising directly from this report

Comments checked by:

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- 7.4 An Equality and Climate Impact Assessment was completed. The changes to the Licencing Statement are going to have a positive impact for children (against the 'age' protected characteristic) because the change will improve the safeguarding of children.

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## 8.0 Decision Information

**Key Decision:** N/A

**Financial Threshold Met:** N/A

**Community Impact Threshold Met:** N/A

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

The work contributes to the following strategic priorities within the Council's 2020-21 Business Plan:

- An enterprising economy with strong and vibrant local centres
- Healthy, resilient and engaged communities

### Lead Councillor

N/A

## Document Information

### Appendix number and title

- Appendix 1 draft Statement of Licensing Policy
- Appendix 2 Summary of changes

### Background papers

None

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*Cherwell*

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# **Draft Statement of Licensing**

## **Policy**

### **Licensing Act 2003**

February 2021

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## **1. Executive Summary**

- 1.1 The Licensing Act 2003 introduced a revised licensing system for alcohol, entertainment and late-night refreshment.
- 1.2 Section 5 of the Licensing Act 2003 has imposed a statutory duty on the Licensing Authority to produce a statement of licensing policy for a five years period, beginning with such day as the Secretary of State may by order appoint.
- 1.3 This document sets out the Licensing Authority's policy, which will guide the Council when considering applications under the Act. The policy provides guidance on the general approach the Council, as the Licensing Authority within the meaning of the Act, will take in terms of licensing. However, each licence application will be considered separately on its individual merits.
- 1.4 The Licensing Authority in adopting this policy recognises both the needs of residents for a safe and healthy environment to live and work and the importance of safe and well run entertainment premises to the local economy and vibrancy of the area. However, the Council also recognises that balancing these interests will not always be straightforward and it will be guided by the four licensing objectives as set out in this policy.
- 1.5 This policy does not seek to undermine the right of any individual to apply under the Act for a variety of permissions and as stated above each application will be considered on its individual merits. Nor does the Policy seek to override the right of a person to make representations on an application or seek a review of a licence or certificate. However, this Council in adopting the policy is indicating that a wide range of considerations will be taken into account.
- 1.6 The Licensing Authority will use its powers to promote best practice in relation to the operation of licensed premises and is committed to partnership working with responsible authorities, local businesses, licensed trade, residents and others to ensure that they have a clear understanding of the legislation.
- 1.7 The Licensing Authority has had regard to the guidance issued by the Secretary of State under Section 182 of the Act when developing this statement of Licensing Policy. It is not possible to anticipate every scenario that may arise and there may be occasions when the guidance and policy may be departed from, and in such circumstances the Licensing Authority will give full reasons for doing so.
- 1.8 The scope of this policy covers new applications, renewal of personal licences, transfers and variations of licences and certificates including temporary event licences. This includes the review of licences and certificates which could lead to a range of sanctions including the revocation of a licence or a certificate.

## **2. Purpose and Scope of the Licensing Policy**

- 2.1 The Licensing Act 2003 makes it a duty for the local authority to carry out its functions under the Act with a view to promoting the four licensing objectives:
- The prevention of crime and disorder
  - Public safety
  - The prevention of public nuisance, and
  - The protection of children from harm
- 2.2 The purpose of this policy is to detail how the Licensing Authority will comply with that duty.
- 2.3 The Act regulates the following activities:
- retail sales of alcohol;
  - the supply of alcohol by or on behalf of a club
  - the provision of regulated entertainment
  - the provision of late night refreshment.
- 2.4 In determining its statement of licensing policy, the Licensing Authority will have regard to the guidance issued by central government and other regulatory bodies to ensure that its actions are consistent with those nationally. To further ensure consistency the licensing authorities of Oxfordshire will meet as necessary to ensure that a consistent approach is being achieved.
- 2.5 Licensing decisions will be made in accordance with the current legislation, case law, relevant guidance and in accordance with this policy.
- 2.6 No decision will be made which undermines the right of any individual to apply under the terms of the Act for a variety of permissions and to have any such application considered on its individual merits.
- 2.7 Authorised persons, interested parties and responsible authorities, as defined in the Act, will have the right to make representations to the Licensing Authority on any application or seek a review of a licence or certificate where provision has been made for them to do so in the Act. The Licensing Authority recognises that in the absence of relevant representations it will grant licenses on the terms sought.
- 2.8 Licensing is about regulating the provision of licensable activities on licensed premises, by qualifying clubs and at temporary events within the terms of the Licensing Act 2003. The terms and conditions attached to various permissions will be focused on matters which are within the control of individual licensees and others granted relevant permissions. Accordingly, these matters will centre on the premises and places being used for licensable activities and the vicinity of those premises and places. The Licensing Authority will primarily focus on the direct impact of the activities taking place at the licensed premises and on members



of the public living, working or engaged in normal activity in the area concerned. However, the Licensing Authority recognises that licensing legislation is not a mechanism for the general control of anti-social behaviour by individuals once they are beyond the direct control of the individual, club or business holding the licence, certificate or permission concerned.

- 2.9 The Licensing Act 2003 is not the primary mechanism for the general control of nuisance and anti-social behaviour by individuals once they are away from licensed premises and, therefore, beyond the control of the licence holder. Nonetheless, it is a key aspect of such control and licensing laws will always be part of the holistic approach to the management of the evening and night-time economy.
- 2.10 The objective of the licensing process is to allow for the carrying on of retail sales of alcohol and the prevention of public nuisance, prevention of crime and disorder, public safety and protection of children from harm. The Licensing Authority wishes to facilitate well run and managed premises with licence holders displaying sensitivity to the impact of the premises on local residents.
- 2.11 The Licensing Authority recognises that the provision of entertainment is a major contributor to the economy of the area attracting tourists and visitors and is a source of employment.
- 2.12 The Licensing Authority will also have regard to wider considerations affecting the residential population and the amenity of any area. These include littering, fouling, noise and street crime.
- 2.13 In determining a licence application, the overriding principle adopted by the Licensing Authority will be that each application will be determined on its merits. Only mandatory conditions and conditions offered or agreed with by the applicant will be imposed except where relevant representations against an application are received. Where relevant representations are received then further additional conditions to meet the licensing objectives may be added provided they are appropriate, proportionate, and reasonable and deal with the issues raised. Licence conditions will not be imposed where other regulatory regimes provide sufficient protection to the public e.g. health and safety at work and fire safety legislation.
- 2.14 In considering licensing hours The Licensing Authority will place significant emphasis on the individual merits of an application. In addition, the views of the Police and other Responsible Authorities will be important in this consideration.
- 2.15 Licensing hours will not inhibit the development of a thriving and safe evening and night-time local economy which is important for investment and employment locally and beneficial to tourism without compromising the ability to resource local services associated with the night-time economy. Providing consumers with greater choice and flexibility is an

important consideration.

- 2.16 Shops and public houses will generally be permitted to sell alcohol during the hours they intend to open. Entertainment providers will be encouraged to provide a range of entertainment during their operating hours and to promote live music, dancing and theatre for the wider cultural benefit of the community. Individual applicants should address the licensing objectives in their operating schedule within the context of the nature of the location, type of premises, entertainment to be provided, operational procedures and the needs of the local community.
- 2.17 The purpose of this policy document is to assist the Licensing Authority in reaching a decision on an application, setting out those matters which will normally be taken into account. In addition, this policy document seeks to provide clarity for applicants, residents and other occupiers of property and investors, enabling them to make plans to move, to remain or invest in the area with some measure of certainty.
- 2.18 Before determining its policy for any five-year period, the Licensing Authority will undertake full consultation as prescribed by the 2003 Act.
- 2.19 The views of all of those consulted will be given appropriate weight when the policy is determined together with those of any other persons or bodies which the Licensing Authority considers appropriate to consult with. When undertaking consultation exercises, the Licensing Authority will also have regard to cost and time.

### **3. Duplication**

- 3.1 The enforcement of licensing legislation will at all times be distinct from other regulatory regimes such as fire safety and health and safety so far as is practicable.
- 3.2 Conditions will only be attached to premises licences and club premises certificates that are necessary for the promotion of the licensing objectives detailed in the introduction to this policy, be they mandatory conditions, conditions made against the operating schedule and/or following relevant representations. Under normal circumstances where matters are already provided for in other legislation, they cannot be considered necessary in the context of licensing law.
- 3.3 To ensure clarity of enforcement roles appropriate liaison with other enforcing authorities will take place and, where considered appropriate, joint inspections by enforcement agencies will be arranged.

### **4. Strategies**

- 4.1 Where relevant representations are received, the Licensing Authority will attach conditions to premises licences and club premises certificates where appropriate to reflect local crime prevention strategies, for example, the provision of closed-circuit television

cameras in certain premises. The need for such conditions will be considered specifically as part of the application consultation process with Thames Valley Police and more generally through Crime and Disorder Partnerships.

- 4.2 The Licensing Committee will be advised of any relevant information received either reactively or proactively indicating that this policy is having a detrimental impact on live music and dancing and other regulated activities, to ensure that broader cultural activities and entertainment are not being affected. Where indications are that there is a negative effect on such events then this policy will be reviewed in order to identify how the issues may be remedied. Advice will be sought from other relevant bodies as appropriate where such issues are identified. Every care will be taken to ensure that only necessary, proportionate and reasonable licensing conditions are applied.

## **5. Live Music Act**

- 5.1 The Live Music Act came into force on 1st October 2012 and is designed to encourage more performances of 'live' music.
- 5.2 Where licensable activities continue to take place on premises any licence conditions relating to 'live' music will be suspended between 08:00 hours and 23:00 hours, but it will be possible to impose new, or reinstate existing conditions following a review. When considering whether an activity constitutes 'the provision of regulated entertainment' each case will be treated on its own merits.

## **6. Operating Schedules**

- 6.1 Under the Licensing Act 2003 applicants are required to complete an 'operating schedule' as part of their application. This is a key document and, if prepared comprehensively, will significantly reduce the likelihood of the application attracting representations.
- 6.2 Applicants need to be aware of the expectations of the Licensing Authority and the responsible authorities as to the steps that are appropriate for the promotion of the four licensing objectives and to demonstrate knowledge of their local area when describing the steps they propose to take to promote them.
- 6.3 Each objective is of equal importance, and the four objectives will be paramount considerations for the Licensing Authority at all times.
- 6.4 It is for the applicant to decide what, if any, measures to suggest in its operating schedule in order to address any potential concerns that might arise in the promotion of the licensing objectives. Applicants are reminded that measures proposed in the operating schedules will be converted into conditions on their licence.
- 6.5 The Licensing Authority recommends early consultation with

responsible authorities. In addition, many responsible authorities would be prepared to discuss matters on site with an applicant with a view to reaching agreement on measures to be proposed. Contact details for the responsible authorities can be found in Appendix 2.

- 6.6 The following sections are intended to assist applicants by setting out criteria and considerations relating to each of the four licensing objectives that they should bear in mind when drawing up an operating schedule. They alert applicants to any matters that responsible authorities are likely to consider when deciding whether to make representations on an application or whether to call for a review of the premises licence.

## **7. Prevention of Crime and Disorder**

- 7.1 The Licensing Authority has a duty to act solely or with its partners to reduce crime and disorder throughout the district, consistent with its statutory duty under section 17 of the Crime and Disorder Act 1998. The council as a member of the Community Safety Partnership will work with partners to utilise legislation as required to prevent crime and disorder issues and promote public safety. In addition, the council will work in partnership with the Home Office in relation to illegal working on licensed premises.
- 7.2 The essential purpose of the licence or certificate is to regulate behaviour on premises and access to them where this relates to licensable activities and the licensing objectives. Conditions attached to licences cannot seek to manage the behaviour of customers once they are beyond the direct management of the licence holder and his staff or agents. They can however directly impact on the behaviour of those under the licensee's direction when on their premises or in the immediate vicinity of the premises as they seek entry or leave.
- 7.3 Applicants will be expected to demonstrate in their operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to reduce or prevent crime and disorder on and in the vicinity of their premises having regard to the location, character and condition of the premises, the nature and extent of the proposed use and the persons likely to be attracted to the premises or event.
- 7.4 There are a number of offences both within the Licensing Act 2003 and other legislation that relate to crime and disorder that a licensee should be familiar with. These offences stand and will not be duplicated as conditions on any licence or certificate.

### **Local Alcohol Profile**

- 7.5 Before completing an operating schedule, applicants should have regard to the latest data set on alcohol related hospital admissions and alcohol related crimes for the district, which can be found on the

council's website at the following link: (insert link). The data aims to increase awareness of local risks and inform applicants of the specific risks that need to be considered prior to submitting an application.

### **Pubwatch**

- 7.6 The Licensing Authority recognises the value of Pubwatch schemes and will play a supportive role and attend meetings whenever possible. Where such a scheme is active in the locality of a premises, the applicant is strongly encouraged to become an active member. As well as traditional pubs and entertainment venues, this includes premises that are licensed solely for the sale of alcohol for consumption off the premises.
- 7.7 Pubwatch provides a forum for sharing information, disseminating best practice and meeting with representatives of the Licensing Authority, the police and other responsible authorities. The Licensing Authority encourages all licensees to actively participate in their local Pubwatch scheme and will support the development of schemes where there is a demand but does not consider it appropriate to make it a condition of licence to be a member.

### **Information sharing and reporting incidents**

- 7.8 As well as sharing information through formalised Pubwatch schemes, licensees are encouraged to share and report incidents to relevant agencies as and when appropriate, rather than waiting for a next meeting. Any issues of crime and disorder should be reported as soon as possible to Thames Valley Police. If persons or property are in danger then this should be done through calling '999', alternatively the '101' number should be used. Incidents that occur on licensed premises should be recorded and made available to Thames Valley Police and other agencies.
- 7.9 The police and the council work in partnership to target those individuals who cause crime and disorder. Powers under the Anti-social Behaviour, Crime and Policing Act 2014 such as Criminal Behaviour Orders (S22), Community Protection Notices (S43), Public Spaces Protection Orders (S59) and Closure Orders (S76) and any replacement powers will be utilised to assist in the prevention of crime and disorder. Information about relevant orders against persons will be shared with premises. Licence holders are also expected to assist in preventing crime and disorder by notifying the police of any persons who breach orders relevant to their premises.

### **Closed Circuit Television (CCTV)**

- 7.10 CCTV has a key role to play in stopping and deterring crime and anti-social behaviour in town centres and is also used as an evidence and detection tool. Applicants are expected to consider the installation of CCTV covering both inside and outside of the premises and if they do not believe it to be appropriate, to detail why this is the case in their

application.

7.11 Surveillance cameras should only be used if necessary and proportionate, in addition:

- when considering the use of CCTV systems, either as part of the conditions attached to a licence or certificate, or within an operating schedule the Licensing Authority or applicant must in particular have regard to the Code of Practice on CCTV published by the Information Commissioner's Office.
- The Licensing Authority supports the use of CCTV systems in premises. Where a licence or certificate is granted subject to the installation of a CCTV system, it is the responsibility of the licensee to comply with any data protection considerations that may arise from the use of such a system.
- the public must have confidence that surveillance is necessary and proportionate, and that those who operate the camera systems, or use the images and information they capture, demonstrate integrity in doing so and can be held to account.
- Recordings should be retained for a minimum of 31 days and staff must be trained to operate the CCTV equipment and able to provide recordings within 24 hours to any of the responsible authorities on request.

### **Consumption of alcohol**

7.12 The Licensing Authority expects all licence holders to take steps to control excessive consumption and drunkenness in licensed premises. This will reduce the risk of anti-social behaviour and violent crime occurring both on and away from the premises after customers have departed. Premises licence holders are expected to be able to demonstrate a general duty of care to customers using their premises and others affected by their activities, and this is supported by responsible retail sales of alcohol and appropriate staff training.

7.13 Premises should complete a specific risk assessment in respect of any alcohol promotions and should follow any industry codes of practice such as the Portman Group Code of Practice of the Naming, Packaging and Promotion of Alcoholic Drinks. A copy of the Code can be found at [www.portman-group.org.uk](http://www.portman-group.org.uk). Promotions that encourage irresponsible consumption of alcohol should be avoided, including drinking games, as these would likely breach the relevant mandatory licence conditions and pose a risk to public safety. Consideration should be given to the promotion of smaller measures.

7.14 Where any of the following alcoholic drink is sold or supplied for consumption on the premises (other than alcoholic drinks sold or supplied having been made up in advance ready for sale or supply in a secured closed container) it must be available to customers in the following measures:

- - Beer or cider ½ pint;

- - Gin, rum, vodka or whisky: 25 ml or 35 ml;
- - Still wine in a glass: 125 ml;

- 7.15 These small measures must be displayed on menus, price lists or other printed material, and be available to customers on the premises. Where a customer does not specify the alcohol measure, the customer should be made aware that these small measures are available.
- 7.16 No alcohol should be sold or supplied for consumption on or off the premises for a price which is less than the alcohol minimum permitted price.

### **Door supervisors/stewards**

- 7.17 Any person engaged at licensed premises to carry out security activities including the prevention of access to, or the physical ejection of, a person from the same premises on behalf of the licensee must hold and display a valid current licence issued by the Security Industry Authority (SIA) or any successor system.
- 7.18 The Licensing Authority will consider representations that indicate that specific premises require door supervision for the purpose of meeting the crime and disorder or public safety licensing objectives. In such cases, the Licensing Authority may impose a condition that an agreed number or ratio of licensed door supervisors must be present at the premises either at all times, or at such times as certain licensable activities are taking place.
- 7.19 In certain circumstances it may be appropriate to use trained stewards to provide a satisfactory level of customer care and safety awareness. These individuals must not carry out security activities and would not be required to hold an SIA licence. If they were employed to undertake duties involving children, then the applicant must consider whether such individuals should undergo a Disclosure and Barring Service check.
- 7.20 The applicant may find it beneficial in developing the operating schedule for a premises licence or certificate to have undertaken a security risk assessment in order to determine the resources necessary to meet the licensing objectives. The application should state if they propose the use of registered door supervisors which is supported by the completion of a risk assessment. Where it is felt that registered door supervisors are not required, the reasons for this should be provided in the application and again supported by the completed risk assessment.

### **Illegal drugs**

- 7.21 The Licensing Authority recognises that the supply and use of illegal drugs by individuals is not relevant to all licensed premises, but it is recognised that conditions may need to be attached to the premises licences if problems arise. The aim will be to reduce the availability, sale, and consumption of illegal drugs and to create a safer environment for those who may have taken them. Any conditions will take into

account the relevant guidance and advice from appropriate bodies.

- 7.22 The Licensing Authority expects all premises to fully co-operate with the police including drug swabbing and permitting the access and use of drug dogs within the public and staff areas of the premises. It may also be appropriate to have procedures in place such as regular toilet checks and staff training to recognise the signs of drug taking on premises.

### **Modern Slavery**

- 7.23 The Licensing Authority expects licence holders and applicants for new licences to be aware of the possibility of modern slavery, which can take many forms including the trafficking of people, forced labour, servitude and slavery. Traffickers and unscrupulous recruitment agencies target a range of industries including those involved in hospitality. The vast majority of employees will be recruiting people legitimately, but some firms could find themselves targeted by unscrupulous agencies or individuals.
- 7.24 Anyone can be a victim of modern slavery. However, victims of this crime in the hospitality sector are often Eastern European men and women who are promised a job in the UK and then forced by traffickers to work for little or no money. Through threat, violence or coercion they may be forced to live in squalid accommodation and have their identity documents taken from them.
- 7.25 All licence holders should make proper background checks on the agencies who supply them labour, including where the agency is operating in a supervisory role. The Association of Labour Providers and the Recruitment and Employment Confederation are the two main recruitment industry associations, and work with the Gangmasters and Labour Abuse Authority to tackle slavery.
- 7.26 For advice on how you can avoid employing victims of trafficking visit **[stronger2gether.org](http://stronger2gether.org)**.

The Institute for Human Rights and Anti-Slavery International have produced specific advice for the hospitality industry to help combat forced labour visit **[staff.wanted.org](http://staff.wanted.org)**

### **Other matters relating to crime and disorder**

- 7.27 The following should also be considered:
- Measures to prevent the bringing of offensive weapons onto the premises
  - Illegal (illicit, counterfeit or non-duty paid) tobacco or alcohol
  - Use of toughened glass or plastic (consideration should be given to the use of plastic drinking receptacles in outside areas that are situated in town centres).
  - Access and last entry
  - Issues relating to staff and their right to work in the UK



- No external advertising of alcohol outside the premises or in the windows.

## **8. Public safety**

- 8.1 The public safety objective is concerned with the physical safety, including fire safety, of the people using the relevant premises and not with public health, which is dealt with in other legislation. Public safety includes the safety of performers appearing at any premises.
- 8.2 From 1st October 2006 the Regulatory Reform (Fire Safety) Order 2005 replaced previous fire safety legislation and responsibility for complying with the order rests with the ‘responsible person’ who has control of premises.
- 8.3 Where applicants consider that the public safety objective could be compromised by their intended activities, they are encouraged to contact the council’s Health Protection and Compliance team and/or the Fire Authority as the most relevant responsible authorities for guidance.
- 8.4 The council is a member of the Nightsafe scheme, which seeks to promote public safety in the night-time economy through partnership working with licensed premises and responsible authorities.
- 8.5 The Licensing Authority is familiar with the “Safer Clubbing Guide” and its application to nightclubs and dance events. The guide contains a number of suggestions and safeguards, which appropriate premises should consider and include within their operating schedules as necessary. There are a number of other key publications that relate to public safety at entertainment events, which the Licensing Authority would recommend to applicants (see Appendix 3).
- 8.6 Applicants may also wish to consider the following within their operating schedule with a view to the safety of persons attending the premises.

### **Alcohol harm reduction**

- 8.7 Excessive alcohol causes major health problems, increases the burden on health care and society, impacts individuals, families, society and the economy, increases health inequalities and impacts deprivation.
- 8.8 Communities, agencies and businesses are best placed to identify and deal with alcohol related problems in their area. It is important to maximise the benefits of partnership working, focusing and co-ordinating the efforts of local agencies, industry and the voluntary sector in tackling alcohol-related problems. Budgets and expertise can be pooled, providing the right services at the right time, making town centres safer and in doing so encourage more people to enjoy a night out, thus promoting economic growth.
- 8.9 Information is a powerful tool in tackling alcohol-related problems. It is vital to strengthen data sharing within local partnerships in particular

between crime and health agencies and licensing authorities. See Local Alcohol Profile section above.

- 8.10 The Licensing Authority will continue to work alongside their partners on a countywide and local level. The licensing team will work proactively with the Community Safety Partnership and Thames Valley Police and will support local initiatives to tackle alcohol misuse such as Pubwatch, Nightsafe and Community Alcohol Partnerships.
- 8.11 Alcohol related harm costs UK an estimated £21 billion per year, of which £11 billion is related to crime, £3 billion is related to NHS and £7 billion is related to lost productivity, sickness or unemployment. Alcohol is recognised as a causal factor for more than 60 diseases and a greater risk for mortality. Excessive alcohol consumption is a major cause of preventable premature death. Higher risk of alcohol misuse is seen in populations with severe disadvantage, especially those with poor mental health, offenders and the homeless. It is also seen in higher proportion in areas of deprivation and increases health inequality. The impact of harmful drinking and alcohol dependence is much greater for those in the lowest income bracket and those experiencing the highest levels of deprivation.
- 8.12 According to the 2019 Index of Multiple Deprivation (IMD), parts of Banbury Cross and Neithrop, Banbury Grimsbury and Hightown and Banbury Ruscote are among the 20% most deprived LSOAs (Lower Super Output Areas) nationally. For further information, maps of deprivation ranked nationally and within each district are available at <http://insight.oxfordshire.gov.uk/cms/jsna-district-summaries-2020>
- 8.13 The Oxfordshire Drug and Alcohol Partnership Strategy (2020-2024) brings together partners, including the Licensing Authority and Responsible Authorities to work together to reduce the harm caused to individuals and to society by misuse of alcohol and drugs

### **Safeguarding**

- 8.14 It is important that licence holders are aware of their responsibilities relating to safeguarding. Individuals may be vulnerable for a number of reasons such as their age, mental health or intoxication. Premises should have a safeguarding/welfare policy, appropriate to the type of venue or event, available at the request of the Licensing Authority or any other responsible authority. This should cover matters such as proof of age checks, spotting signs of abuse or vulnerability, random toilet checks, how to challenge and report where there are concerns, provision of water and phone charging facilities, first aid and welfare support. This may also link with any dispersal and ejections policy. Staff should be trained so they are clear of the expectations of them in respect of safeguarding and wellbeing.
- 8.15 In addition, it may be worth considering having a dedicated safe space for vulnerable customers, with at least two members of staff present and

ideally covered by CCTV.

- 8.16 Some areas have Street Pastor schemes, where trained volunteers patrol the night time economy and take care of vulnerable people that they encounter. Applicants should find out if there are any such schemes operating in their area and make contact with them to encourage regular engagement.

### **Occupancy limits**

- 8.17 It is recommended that the applicant or operating company assess and set occupancy limits following a risk assessment of the planned activities being carried out at the premises, having regard to other relevant legislation such as the Regulatory Reform (Fire Safety) Order 2005.
- 8.18 The Licensing Authority may set an occupant capacity following representations received if it is appropriate and proportionate to do so in order to meet the licensing objectives.

### **Health and Safety**

- 8.19 Where five or more people are employed, the Health and Safety at Work etc Act 1974 requires there to be a written health and safety policy statement which must be brought to the employees' attention. Employers must also record the results of risk assessments and ensure a robust health and safety action plan is in place for both staff and customers. Applicants should have these documents available at the request of the Licensing Authority or any other responsible authority.

### **Other matters relating to public safety**

- 8.20 The following should also be considered:
- Disabled access and evacuation
  - Emergency procedures
  - Special risks such as lasers or fireworks

## **9. The prevention of public nuisance**

- 9.1 The public nuisance objective is designed to deal with the impacts of licensable activities on persons living and working (including doing business) in the vicinity that is disproportionate and unreasonable. The main issues for concern will be the control of noise nuisance, light pollution, noxious smells (odour) and litter.
- 9.2 Public nuisance is not defined within the Act but is given a broad common law definition. The prevention of public nuisance could therefore include low-level nuisance perhaps affecting a few people living locally as well as major disturbances affecting the whole community. This may also include in appropriate circumstances the reduction of the living and working amenity and environment of interested parties (as defined) in the vicinity of the licensed premises.

- 9.3 Applicants should carefully consider how they intend to promote the prevention of public nuisance objective in their operating schedule and the following sections provide some guidance:

### **Noise**

- 9.4 Noise can come either directly or indirectly from licensed premises. Direct noise, such as that from entertainment activity, will be under the premises' direct control. Indirect noise, such as that from vehicles and customers coming to and from the premises may not be under direct control, but the premises can strongly influence it. Both types of noise will be of more significance in areas with residential accommodation and will usually, but not exclusively, be of greater importance between 11pm and 7am. However, it must be noted that noise and disturbance can also cause public nuisance outside these times. The operating schedule should identify the control measures that will be taken to minimise the impact of both types of noise on neighbouring residents and businesses.
- 9.5 Noise and disturbance from people outside can cause public nuisance even when those people are not behaving badly. The operating schedule should identify the control measures that will be taken to minimise the impact of use of outside areas. This may include noise and disturbance from customers on the premises and customers in outdoor areas such as terraces, beer gardens and smoking areas. It will also include noise, disturbance and obstruction from customers in the vicinity of the premises including customers congregating outside premises to smoke or drink, customers arriving, leaving or queuing outside premises.
- 9.6 Amendments to the Act have removed the requirement for licensing of a wide range of entertainment between the hours of 8am and 11pm. This does not reduce the risk of noise nuisance occurring. The risk increases when the entertainment takes place in the open air or within a marquee. Steps should be taken to prevent noise and vibration from entertainment causing nuisance. This may include noise from music, human voices and other forms of entertainment whether amplified or not. Consideration should also be given to ensure noise is not audible at sensitive locations such as dwellings, hospitals, hotels and other business premises. Any noise should also not cause unreasonable disturbance to the wider public, such as passers-by and people using public facilities. The Environmental Protection team are responsible for dealing with noise complaints arising from unregulated entertainment.
- 9.7 Steps should be taken to prevent noise from any servicing of the premises causing nuisance. This may include noise from deliveries, collections and the onsite disposal of bottles and other waste or recyclable materials.
- 9.8 The Licensing Authority will have regard to the powers available within the Anti-Social Behaviour Crime and Policing Act 2014. This provides

that if noise from licensed premises is causing a public nuisance the local authority has powers to issue a closure order for up to 24 hours. This compliments the police powers under Part 8 of the 2003 Act.

### **Light Pollution**

- 9.9 Outdoor artificial lighting is used for a number of reasons, including for work, recreation, security, safety, advertising, display and to create a pleasant atmosphere where people gather socially. As many of the premises operating under the Licensing Act will use outdoor lighting late at night, it is important to ensure that it does not become a nuisance to others. Light 'spilling' onto other property can cause annoyance, distraction and discomfort. The design of larger outdoor lighting installations will need advice from a specialist Lighting Engineer.

### **Odour**

- 9.10 The applicant should consider any odour that maybe emitted from the premises. This can include the generation of odour from food preparation, waste, bottle storage and smoking areas. The operating schedule should identify the control measures that will be taken to minimise the impact of odour from all sources.
- 9.11 When designating a smoking area outside it is important to consider who will be affected by the smoke, the possible number of persons using the area and ensuring a facility to safely dispose of lit cigarettes.
- 9.12 Oxfordshire has also signed up to creating a smoke free County by 2025, see section 30 below on Smokefree.

### **Waste and cleansing**

- 9.13 Licensed premises of all types can potentially cause public nuisance from litter and waste. The Environmental Protection Act 1990 and the Clean Neighbourhoods and Environment Act 2005 impose responsibilities relating to proper waste collection and disposal, not least of which is the 'duty of care' to ensure any waste is properly contained and controlled while in the operator's possession, and that it is collected by a licensed waste carrier. The Act does not duplicate these laws, but licence holders will need to apply good waste management practice in order to prevent public nuisance.
- 9.14 The provision of welfare facilities such as toilets within licensed premises is relevant to the prevention of public nuisance. Adequate welfare provisions may prevent nuisance activities taking place within the street, such as urination. Licensees should therefore ensure that adequate facilities are provided within the premises and include these details within their operating schedule.

## **10. The protection of children from harm**

- 10.1 For the purposes of this policy the Licensing Authority considers anyone under 18 years of age to be a child or young person.

- 10.2 The provisions of the Act are that unaccompanied children under 16 years should not be on 'premises being used exclusively or primarily for the supply of alcohol'.
- 10.3 The policy aims to work alongside the principles set out by the Oxfordshire Safeguarding Children Board at [www.oscb.org.uk/](http://www.oscb.org.uk/).
- 10.4 The Licensing Authority expects that, whether alcohol is supplied or proposed to be supplied on or in the vicinity of the premises, operating schedules will identify:
- the extent to which it is proposed that children be admitted to the premises;
  - whether it is proposed that unaccompanied children will be admitted;
  - the type of regulated entertainment provided whilst children are present;
  - the specific steps undertaken to ensure the safety of children and to further ensure that no products or services are sold to children that are not appropriate for their use or consumption.
  - that staff are aware of their responsibility to ensure that an adult should not become over intoxicated if accompanied by a young person or child as to inhibit their ability to safeguard that young person.
- 10.5 Whether or not premises with a mixed use are 'exclusively or primarily used' is a matter of judgment and will depend upon the particular circumstances of the case. The guidance makes it clear that this does not mean that where the supply of alcohol is not the exclusive or primary use then young people should automatically be given access.
- 10.6 Applicants, who propose to admit children, particularly where they would not require them to be accompanied by a responsible adult, should be especially careful in ensuring they meet the requirement that their operating schedule fully and clearly sets out the nature of the activities for which permission is sought. Further, the operating schedule should specify the measures and management controls proposed to protect children from harm.
- 10.7 When deciding where restrictions should be imposed, the Licensing Authority will examine the individual merits of each application and only impose conditions where the circumstances justify them.
- 10.8 Aspects of an application that would be likely to raise concerns in relation to access by children would include:
- Where entertainment or services of an adult or sexual nature are commonly provided;
  - Where entertainment or services include strong or offensive language;
  - Where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation

- for underage drinking;
- Where there is a known association with drug taking or dealing;
- Where there is a strong element of gambling on the premises (but not, for example, the simple presence of a small number of cash prize gaming machines); and
- Where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.

10.9 Where conditions are required for the prevention of harm to children, a range of alternatives will be considered as methods for limiting access. These could include:

- Limitations on hours when children may be present;
- Limitations of the presence of children under certain ages when particular specified activities are taking place;
- Limitations on the parts of the premises to which children might be given access;
- Age limitations (below 18);
- Requirements for accompanying adults (including for example, a combination of requirements which provide that children under a particular age must be accompanied by an adult); and
- Full exclusion of those people under 18 from the premises when any licensable activities are taking place.

10.10 Where the above restrictions are not considered necessary, access to licensed premises by children will remain a matter for the discretion of the individual licence holder or club. Where the licence holder volunteers prohibitions and restrictions and no other relevant representations are made, the volunteered prohibitions and restrictions will be made into conditions and no other conditions in relation to the presence of children will be applied.

10.11 The sale of alcohol to minors (under 18 years of age) is a criminal offence. The Licensing Authority, Oxfordshire County Council Trading Standards Service and Thames Valley Police take a very serious view of the persistent and illegal sale of alcohol and other age-restricted goods to children. Together with Trading Standards, the Licensing Authority will continue to seek to ensure that illegal sales of alcohol and other age-restricted goods are reduced and ultimately eradicated.

10.12 The Licensing Authority expects that staff are trained and aware of their responsibility for ensuring that customers are old enough to purchase alcohol. This requirement is particularly relevant for bar staff working at premises where door supervisors control entry to a premise. Particular care and appropriate measures should be in place for venues that, due to the nature of the events, attract both over and under 18-year-old patrons.

10.13 Thames Valley Police and Oxfordshire County Council Trading Standards Service are jointly responsible for the enforcement of

sections 146, 147, 147(a) and 147(b) of the Licensing Act 2003 (The sale of and allowing the sale of alcohol to children). Trading Standards are mainly responsible for 'off licence' premises and the Police have the main responsibility for 'on licence' premises.

10.14 The Licensing Authority will maintain close contact with Thames Valley Police, Oxfordshire Youth Justice Service and Trading Standards officers regarding unlawful activities and share actions and intelligence where appropriate.

### **Age verification and refusals log**

10.15 There is a mandatory condition on all premises licensed to sell alcohol requiring them to have adequate age verification systems in place. The Licensing Authority would recommend the use of a Challenge 25 scheme i.e. 'challenging anyone who looks under 25 to prove their age by use of an approved means of identification'; such a scheme to be advertised and enforced on the premises.

10.16 Licensees must demonstrate that their staff receive regular and adequate training on the law and practice relating to age restricted sales (including challenging purchasers and checking identification). The training provided to members of staff to prevent the sale of alcohol to underage people must be properly documented in the training log so that there is an adequate audit trail. Records must be available for inspection.

10.17 The following are examples of identification used:

- Passport
- Photo-card driving licence
- PASS card or other nationally accredited photo ID document
- Official identity card issued by HM forces

10.18 Additionally, when a retailer refuses the sale of alcohol this should be recorded in a 'refusals log'. These documents must be kept available for inspection by a police officer or authorised officer of the Licensing Authority.

### **Proxy sales**

10.19 Adequate procedures must be in place to ensure that all members of staff working at the premises are routinely trained and regularly reminded of their responsibilities in relation to the issue of proxy sales of alcohol, and shall ensure that all reasonable steps and procedures are in place and implemented to prevent adults purchasing alcohol for those underage.

10.20 Steps must be in place to ensure that any designated premises supervisors and members of staff involved with the delivery of alcohol to residential addresses are made fully aware of their responsibilities to ensure that no alcohol is sold or delivered to persons under the age of



18.

### **Film classification**

- 10.21 The Licensing Authority will expect licensees or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification (BBFC) or the Licensing Authority itself. The 2003 Act also provides that it is mandatory for a condition to be included in all premises licences and club premises certificates authorising the exhibition of films for the admission of children to be restricted in accordance with the recommendations given to films by the BBFC or by the Licensing Authority itself. The Licensing Authority will expect Licensees to demonstrate the controls they have in place for the showing of recordings which have no age classification.
- 10.22 In the event that the Licensing Authority is asked to stipulate an age category for a film or video that has not been classified by the BBFC, the licensing panel or its delegated officers may view the film or video and use the BBFC published guidelines on classification as a 'benchmark' in reaching their decision.
- 10.23 All requests for a classification must be accompanied by a synopsis of the film and a full copy of the film in DVD or other appropriate format and submitted at least 28 days before the proposed screening. Failure to submit a request in time may result in the Licensing Authority being unable to classify the film. Requests shall be assessed against the BBFC guidelines and the licensing objectives and a fee may be charged to cover the costs associated with this process.
- 10.24 In considering any application, the Licensing Authority will take into account any evidence that age restrictions for exhibitions of film are not being properly observed.

### **Child exploitation**

- 10.25 The Licensing Authority expects licence holders and applicants for new licences to be aware of the possibility of exploitation including child sexual exploitation and child criminal exploitation taking place in or around licensed premises. Licence holders are expected to adopt suitable protective measures to assist in the detection and reporting of incidents of this kind. These may include staff training and management procedures to include monitoring and reporting. Child sexual exploitation is a type of sexual abuse. When a child is exploited, they are given things like gifts, drugs, money and affection in exchange for performing sexual activities. Child criminal exploitation is child abuse where children are manipulated and coerced into committing crimes, for example carrying drugs for gangs.
- 10.26 Premises licence holders and designated premises supervisors have a legal responsibility to ensure that children and young people are protected from harm at their premises. The guidance issued under

Section 182 of the Licensing Act requires that children must be protected from ‘moral, psychological and physical harm, which not only includes protecting children from the harms associated directly with alcohol consumption but also wider harms such as exposure to strong language and sexual expletives (for example, in the context of exposure of certain films or adult entertainment).’ It is important that the risk of child exploitation is managed at premises to both protect children and young people from harm as well as to protect the business, particularly financial and reputational risk if legal action is taken against the premises, which could result in suspension or revocation of the licence.

10.27 To minimise the risk to children and young people, premises need to have preventative systems in place. Below are some suggested safeguarding measures:

- Undertake a written children and young person’s risk assessment and use it to inform or complement your staff training and operation of the premises
- Staff should be trained to recognise indicators of child sexual exploitation and know how to report concerns, with records maintained of this training
- Activities at the premises should be monitored (by using CCTV or by regular patrols). If patrols are carried out, a record should be kept of who made the patrol, where they patrolled and the times and dates it was carried out
- Suspicious activities should be reported to the police, including details of vehicle registration numbers and description of any individuals involved and all incidents of this nature should be recorded in the premises incident log.
- If the designated premises supervisor, licence holder or staff are in a situation involving the supervision of a vulnerable person at the premises, it is important to follow a consistent and auditable protocol.

#### **Other matters relating to protection of children from harm**

10.28 The following should also be considered:

- Performances by children
- Alcohol delivery services

## **11. The Licensing Authority as a Responsible Authority**

11.1 The 2003 Act enables licensing authorities to act as responsible authorities as a means of early intervention and may do so where the authority considers it appropriate without having to wait for representations from other responsible authorities.

11.2 The Licensing Authority will not normally act as a responsible authority on behalf of other parties (for example, local residents, local councillors or community groups) although there are occasions where the authority may decide to do so. Such parties can make relevant representations

to the Licensing Authority in their own right, and it is reasonable to expect them to make representations themselves where they are reasonably able to do so. However, if these parties have failed to take action and the Licensing Authority is aware of relevant grounds to make a representation, a choice may be made to act in its capacity as responsible authority.

- 11.3 The Licensing Authority expects that other responsible authorities should intervene where the basis for the intervention falls within the remit of that other responsible authority. For example, the police should make representations where the representations are based on concerns about crime and disorder. Likewise, it is reasonable to expect the local authority exercising environmental health functions to make representations where there are concerns about noise nuisance.
- 11.4 In cases where the Licensing Authority is also acting as responsible authority in relation to the same process, there will be a separation of responsibilities within the authority to ensure procedural fairness and eliminate conflicts of interest. In such cases licensing determinations will be made by the licensing committee or sub-committee comprising elected members of the authority (although they are advised by a licensing officer). Therefore, a separation is achieved by allocating distinct functions (i.e. those of licensing authority and responsible authority) to different officials within the authority.
- 11.5 Accordingly, the officer advising the licensing committee will be a different person from the officer who is acting for the responsible authority. The officer acting for the responsible authority will not be involved in the licensing decision process and will not discuss the merits of the case with those involved in making the determination by the licensing authority. Communication between these officers in relation to the case will remain professional and consistent with communication with other responsible authorities.

## **12. Public Health as a Responsible Authority**

- 12.1 The inclusion of the Oxfordshire County Council Director of Public Health as a responsible authority under the Act enables Public Health to have a say in alcohol licensing. Public Health may have access to information that is unavailable to other responsible authorities, which help the licensing authority exercise its functions.
- 12.2 The role of the Director of Public Health is to help promote the health and wellbeing of the local populations they serve. This wide remit influences a wide range of circumstances, including local licensing arrangements. The licensing regime is concerned with the promotion of the licensing objectives which collectively seeks to protect the quality of life for those who live and work in the vicinity of licenced premises and those who socialise in licensed premises. The Director of Public Health could make or support representations as well as make observations on licensing applications. The focus on the wellbeing of the wider

community via licensing is an important addition to the role of public health in promoting the wellbeing of their localities.

### **13. Responsible Authorities**

- 13.1 Thames Valley Police (Licensing)
- 13.2 Oxfordshire Fire and Rescue Service
- 13.3 Trading Standards
- 13.4 Regulatory Services and Community Safety (Environmental Health)
  - Environmental Protection
  - Health Protection
  - Community Safety
- 13.5 Planning Authority
- 13.6 Oxfordshire County Council Public Health
- 13.7 See Appendix 2 for contact details.

### **14. Planning**

- 14.1 The Licensing Authority acknowledges that there must be proper separation of the planning and licensing regimes to avoid duplication and inefficiency. Licensing applications should not be a re-run of the planning application and should not cut across decisions taken by the Local Planning Authority, Planning Committee or following appeals against decisions taken by that committee.
- 14.2 The Licensing Committee may provide reports to the Planning Committee on the situation regarding licensed premises in the area to ensure proper integration, including the general impact of alcohol related crime and disorder, to provide background information to any planning applications for potential licensed premises under consideration.
- 14.3 The Planning Authority also has a duty to consider matters of crime and disorder at this stage. This will enable the Planning Committee to have regard to such matters when taking its decisions and avoid any unnecessary overlap.
- 14.4 Applications for premises licences for permanent commercial premises should normally be from businesses with planning consent for the property concerned. However, applications for licences may be made before any relevant planning permission has been sought or granted by the Planning Authority. There is no legal basis for the Licensing Authority to refuse a licence application because it does not have planning permission,
- 14.5 The strength of planning policies is that there is an obligation both on the council, as local planning authority, and the decision maker on any

appeal to give considerable weight to them. This helps ensure consistency in the decision making process.

## **15. Licensing Hours**

- 15.1 Consideration will always be given to the individual merits of an application in line with the four licensing objectives and any relevant representations. The Licensing Authority recognises that longer licensing hours with regard to the sale of alcohol need to be managed effectively to ensure that the concentrations of customers leaving premises simultaneously are avoided. This is necessary to reduce the friction at late night fast food outlets, taxi ranks and other sources of transport, which may lead to disorder and disturbance.
- 15.2 However, when issuing a licence with hours beyond 23.00 hours, higher standards may be expected to be included in Operating Schedules to address the Licensing Objectives especially premises which are situated near to residential properties.
- 15.3 In considering licence applications, where relevant representations are made, the Licensing Authority will consider the adequacy of measures proposed to deal with the potential for public nuisance and/or public disorder having regard to all the circumstances of the case.
- 15.4 Where relevant representations are made, the Licensing Authority will demand stricter conditions with regard to noise control in areas that have denser residential accommodation, but this will not limit opening hours without regard for the individual merits of any application. The Licensing Authority will consider each application and work with the parties concerned to ensure that adequate noise control measures are in place.
- 15.5 In general terms, the Licensing Authority supports the view that, with regard to shops, stores and supermarkets, they should be free to provide sales of alcohol for consumption off the premises at any times when the retail outlet is open for shopping unless there are very good reasons for restricting those hours. For example, a limitation may be appropriate following police representations in the case of isolated shops known to be a focus of disorder and disturbance.

## **16. Temporary Event Notices**

- 16.1 Temporary event notices (TENs) may be used to authorise licensable activities at premises where there are 499 persons or fewer (including any staff and volunteers) present. TENs are not applications for permission to hold an event; they are notices of intention to hold an event to the Licensing Authority, Environmental Health and Thames Valley Police, subject to fulfilling certain conditions. If there are 500 or more persons present at the event, a premises licence will be required.
- 16.2 As many users giving TEN's will not have commercial backgrounds or

ready access to legal advice, the Licensing Authority will ensure that guidance is clear and understandable and will aim to keep arrangements manageable and user friendly for these groups.

- 16.3 Organisers of temporary events are encouraged to submit their TEN as soon as is reasonably practicable in order for the Police and Environmental Health to consider whether or not they have any concerns about the event and, if they have, to enable all parties to try and take steps to resolve those concerns. Persons intending to use premises under a TEN are encouraged to discuss their proposals with the community that may be affected before submission.
- 16.4 Although the legal requirement is 10 clear working days (or 5 clear working days for late TENs) not including the date of receipt or the date of the event, the Licensing Authority recommends that at least 28 days and no more than three months' notice be given to hold such events, to allow sufficient time for organisers to plan their events safely, for appropriate publicity and for consultation with responsible authorities and interested parties. Any longer period than this may mean that organisers do not have all the details available at the time of submitting the notice, and any lesser time means that planning may be rushed and haphazard.
- 16.5 The Licensing Authority will remind notice givers about relevant offences under licensing law, including the sale of alcohol to minors and the sale of alcohol to a person who is drunk,
- 16.6 The Licensing Authority will also advise notice givers of the police powers to close down an event with no notice on grounds of disorder or because of public nuisance caused by noise emanating from the premises. Where the application is not within the parameters described in the legislation, the Licensing Authority will issue a Counter Notice to the person giving the TEN.
- 16.7 In the event of an objection, if the matter cannot be resolved informally the matter will be considered by the Licensing Committee. Objection notices received for late TENs mean that the event cannot go ahead.

## **17. Sexual Entertainment**

- 17.1 The Licensing Authority has adopted a policy in relation sexual entertainment venues under the Local Government (Miscellaneous Provisions) Act 1982, as amended by the Policing and Crime Act 2009. With reference to this related policy standard conditions are attached to such licences and where there are similar conditions in the two regimes, the more onerous apply.
- 17.2 The Licensing Authority acknowledges there is an exemption under the Local Government (Miscellaneous Provisions) Act 1982 that allows premises to provide sexual entertainment no more than 11 times per year and no more frequently than monthly,

## **18. Cumulative Impact and Special Policies**

- 18.1 Commercial demand for additional licensed premises is not a matter for the Licensing Authority or its Statement of Policy but a matter for planning committees and for the market. On the other hand, the cumulative impact of licensed premises on the promotion of the licensing objectives is a proper matter for the Licensing Committee.
- 18.2 Conditions may only relate to matters that the licensee can be expected to control. These are likely to relate to the premises themselves and the immediate vicinity. Where the number, type and density of premises selling alcohol are unusual, serious problems of nuisance and disorder can sometimes arise or begin to arise outside or some distance from the licensed premises. This has been described as the cumulative effect of the increasing capacity of all premises taken together and is outside of the control of licence conditions.
- 18.3 There may be circumstances where the Licensing Authority receives relevant representations from a responsible authority or interested party that the cumulative effect of new licences is leading to an area becoming saturated with premises, making it a focal point for large groups of people to gather and circulate, away from the licensed premises themselves. This might be creating exceptional problems of disorder and nuisance over and above the impact from the individual premises. In such circumstances the Licensing Authority may consider the question of whether the granting of any further premises licences or club premises certificates would undermine one of the licensing objectives. The Licensing Act 2003 allows for this, so long as cumulative impact is addressed in the context of the individual merits of any application.
- 18.4 However, it may be necessary for The Licensing Authority to adopt a special policy of refusing new licences because the area is already saturated with certain types of licensed premises. In such circumstances this policy is not absolute and will still allow for the circumstances of each application to be considered properly and for licences which are unlikely to add significantly to saturation to be approved provided all other requirements are met.
- 18.5 In deciding whether to adopt such a policy, the Licensing Authority will:
- identify evidence of concerns relating to a licensing objective;
  - consider whether the evidence demonstrates that a cumulative impact caused by the customers of multiple licensed premises is adversely affecting a licensing objective;
  - identify the precise area(s) where issues are occurring;
  - undertake consultation with those persons and bodies identified in Section 5(3) of the 2003 Act.
- 18.6 Where this process identifies such a need, the Licensing Authority will consider adoption of a special policy relating to future licence

applications from that area. Reference to any such special policy will be made in the Licensing Policy Statement and the special policy will be published as part of the statement of licensing policy.

- 18.7 A special policy cannot be used to set a terminal hour for premises in the identified area.
- 18.8 In considering representations the onus will be on the objector to lay an evidentiary base for the assertion that the addition of the premises in question would produce the cumulative impact claimed. The impact can be expected to be different for premises with different styles and characteristics.
- 18.9 Any special policy adopted by the Licensing Authority will be reviewed regularly to assess whether it has had the effect intended, whether it is needed any longer or whether it needs extending.
- 18.10 A special policy on cumulative impact will not be used as grounds for removing a licence when representations are received about problems with an existing licensed premise. Nor can it justify rejecting variations to a licence except where those variations are directly relevant to the policy (as would be the case with an amendment significantly to increase the capacity limits of a premises).
- 18.11 The Licensing Authority will not adopt quotas which pre-determine the individual merits of any application even in respect of premises selling alcohol for consumption on those premises as they have no regard to the individual characteristics of the premises concerned. Public houses, nightclubs, restaurants, hotels, theatres, concert halls and cinemas all sell alcohol, serve food and provide entertainment but with contrasting styles and characteristics. Proper regard will be given to those differences and the differing impact they will have on the local community.
- 18.12 The Licensing Authority recognises that once away from these premises, only a minority of consumers will behave badly and unlawfully. The licensing policy is part of a much wider strategy for addressing these problems. Other mechanisms which may be used to deal with such issues which fall outside of the scope of this licensing policy include:
- planning controls;
  - positive measures to create a safe and clean town centre environment in partnership with local businesses, transport operators and other departments of the local authority;
  - the provision of CCTV surveillance in town centres, ample taxi ranks, provision of public conveniences open late at night, street cleaning and litter patrols; powers of local authorities to designate parts of the local authority area as places where alcohol may not be consumed publicly;
  - police enforcement of the general law concerning disorder and



- antisocial behaviour, including the issuing of fixed penalty notices;
- the prosecution of any personal licence holder or member of staff at such premises who is selling alcohol to people who are drunk;
- the confiscation of alcohol from adults and children in designated areas;
- Police powers to close instantly for up to 24 hours any licensed premises or temporary events on grounds of disorder, the likelihood of disorder or excessive noise emanating from the premises causing a nuisance;
- the power of the Police, other responsible authority or a local resident or business to seek a review of the licence or certificate in question.

18.13 The Licensing Authority and Thames Valley Police will continue to work closely together to ensure that these other mechanisms are used appropriately to deal with the issues of concern and where possible will supplement these with other local initiatives that similarly address these problems.

## **19. Early Morning Alcohol Restriction Order**

- 19.1 Under sections 172A to 172E of the 2003 Act as amended by section 119 of the Police Reform and Social Responsibility Act 2011 the Licensing Authority can make an early morning alcohol restriction order (EMRO) if it considers it necessary for the promotion of the licensing objectives.
- 19.2 An order would mean that any premises licence, club premises certificate or temporary event notice that authorises the sale of alcohol within the location and during the period specified in the order would not have effect. The period specified must begin no earlier than midnight and end no later than 6am.
- 19.3 The only exemptions relating an EMRO are New Year's Eve and the provision of alcohol to residents in premises with overnight accommodation by means of mini bars and room service.
- 19.4 The decision to implement an EMRO will be evidence based and will be considered by Full Council.

## **20. Conditions**

- 20.1 A key concept underscoring the Licensing Act 2003 is for conditions to be attached to licences and certificates that are tailored to the individual style and characteristics of the premises and events concerned. Conditions may only be applied following the receipt of relevant representations where they have been agreed by all parties concerned or have been applied by the Licensing Committee. This is essential to avoid the imposition of disproportionate and overly burdensome conditions on premises where there is no need for such conditions.

- 20.2 Conditions shall be appropriate and proportionate to achieve the promotion of the licensing objectives and shall be tailored to suit the circumstances and premises. Conditions will not be attached where adequate legislative control exists.
- 20.3 If no representations are received, there is no provision for a Licensing Authority to impose conditions on a licence other than the mandatory conditions and those proposed by the applicant within the operating schedule which will be translated into clear, enforceable conditions by the Licensing Authority.
- 20.4 The mandatory conditions that will apply to all licences for the promotion of the licensing objectives are specified in the Licensing Act 2003 (Mandatory Licensing Conditions) (Amendment) Order 2014 which can be found at the following link <https://www.legislation.gov.uk/ukdsi/2014/9780111116906>
- 20.5 The Licensing authority will therefore avoid the general application of standardised conditions to licences and certificates. However, to ensure consistency, when it is necessary to apply conditions, the Licensing Authority will draw from pools of model conditions where available, from which appropriate and proportionate conditions may be drawn in particular circumstances to suit individual cases. The model conditions will cover the four licensing objectives.

## **21. Reviews**

- 21.1 The Licensing Act 2003 makes provision for the Review of premises licenses where problems associated with crime and disorder, public safety, public nuisance or the protection of children from harm are occurring.
- 21.2 At any stage following the grant of a premises licence or club premises certificate, a responsible authority or an interested party (such as a resident living in the vicinity of the premises), may request the Licensing Authority review the licence because of a matter arising at the premises in connection with any of the four licensing objectives.
- 21.3 A review of a premises licence will follow any action by Thames Valley Police exercising powers to close licensed premises under Section 161 of the Licensing Act 2003 on grounds of disorder or noise nuisance as a result of a Magistrates' Courts' determination sent to the Licensing Authority.
- 21.4 In all cases, the representation must relate to a premise for which a licence is in force and must be relevant to the promotion of the licensing objectives. Representations must be made in writing and may be amplified at the subsequent review or may stand in their own right. Additional representations, which do not amount to an amplification of the original representation, may not be heard at the hearing.

- 21.5 Where the request for a review originates from an interested party e.g. a local resident or residents' association, the Licensing Authority will first consider whether the complaint made is relevant, vexatious, frivolous or repetitious.
- 21.6 A repetitious complaint is one that is identical or substantially similar to:
- a ground for review made in respect of the same premises licence which has already been determined; or
  - representations considered by the Licensing Authority when the premises licence was granted; or
  - representations which would have been made when the application for the premises licence was first made and which were excluded then by reason of the prior issue of a provisional statement; and
  - in addition to the above grounds, a reasonable interval has not elapsed since that earlier review or the grant of a licence.
- 21.7 The Licensing Authority recognises the need to prevent attempts to review licences, following the failure of representations on earlier occasions. The Licensing Authority will judge what is to be regarded as a reasonable interval in these circumstances. The Licensing Authority has regard to the recommendation in the guidance that more than one review originating from an interested party should not be permitted within a period of 12 months on similar grounds except in compelling circumstances or where it arises following a Closure Order.
- 21.8 The Licensing Authority also recognises that the promotion of the licensing objectives relies heavily on a partnership approach. The Council would encourage authorised persons and responsible authorities to give licence holders warning of their concerns about problems identified at premises and of the need for improvement. The Licensing Authority will advise licence holders that a failure to respond to such a warning may lead to a responsible authority requesting a Review.
- 21.9 The Licensing Authority will hold a hearing following a request for a Review from a responsible authority, interested party or after closure procedures described earlier. The Licensing Authority will make the licence holder fully aware of the representations received together with supporting evidence in order for the licence holder or his legal representatives to be able to prepare a response.
- 21.10 In determining a Review, this authority has a range of powers it may exercise where it considers them necessary for the promotion of the licensing objectives:
- no action necessary as no steps required to promote the licensing objectives;
  - issuing an informal warning to the licence holder and/or to recommend improvement within a particular period of time. The Licensing Authority regards such warnings as important mechanisms for ensuring that the licensing objectives are

effectively promoted, and any warning issued will be in writing to the licence holder.

- to modify the conditions of the premises licence (including adding new conditions, altering/omitting an existing condition);
- excluding a licensable activity from the licence;
- remove the designated premises supervisor,
- suspend the licence for a period of three months;
- to revoke the licence.

21.11 The Licensing Authority in determining what action to take will seek to establish the causes of concern and any action taken will be directed at these causes. Any action taken to promote the licensing objectives will be necessary and proportionate.

## **22. Minor Variations**

22.1 The purpose of the minor variation process is to save time, money and regulatory resources by allowing small variations that could not impair the promotion of the licensing objectives to be made to premises licences and club premises certificates through a simplified and less costly procedure. Under this process, the applicant is not required to advertise the variation in a newspaper or copy it to Responsible Authorities. However, they must display it on a white notice at the premises. The notice must be displayed for a period of 10 working days starting on the working day after the minor variation application was given to the Licensing Authority.

22.2 The holder of a premises licence or a club premises certificate can apply to the licensing authority for a minor variation to the licence or the certificate using the prescribed form. In determining an application the Licensing Authority will consult such of the Responsible Authorities as it considers appropriate.

22.3 The Licensing Authority will take into account any relevant representations made concerning the application by Responsible Authorities or by an interested party, Relevant representations must be about the likely effect of the grant of the application on the promotion of the licensing objectives. The Licensing Authority will grant an application only if it considers that none of the variations proposed in the application could have an adverse effect on the promotion of any of the licensing objectives. In any other case the authority must reject the application. There is no right to a hearing in this process.

22.4 An application may not be made under the minor variation provision if the effect of the variations proposed in it would be to:

- extend the period for which a premises licence has effect;
- to vary substantially the premises to which a premises licence/club premises certificate relates;
- to specify (in a premises licence) an individual as the Designated Premises Supervisor (DPS);

- to authorise the sale or supply of alcohol or to authorise the sale by retail or supply of alcohol at any time between 11pm and 7am or increase in the amount of time on any day during which alcohol may be sold by retail or otherwise supplied; or
- to disapply the mandatory conditions concerning the supervision of alcohol sales by a personal licence holder and the need for a Designated Premises Supervisor who holds a personal licence at a community premises.

22.5 If an application is refused, the Authority must notify the applicant in writing, giving its reasons for the refusal. The Authority is required to reach its determination within a period of fifteen (15) working days starting on the first working day after the authority receives the application, otherwise the application is rejected, and the Authority must return the application fee.

22.6 Minor variations will generally fall into four categories:

- minor changes to the structure or layout of a premises;
- small adjustments to licensing hours;
- the removal of out of date, irrelevant or unenforceable conditions or volunteered conditions;
- the addition of certain licensable activities.

## **23. Enforcement**

23.1 The Licensing Authority will establish protocols and have regular liaison with the local police, fire & rescue service, trading standards, other County local authorities and other agencies on enforcement issues. This will provide for a more efficient deployment of local authority staff and police officers who are commonly engaged in enforcing licensing law and the inspection of licensed premises. There will also be regular liaison with other enforcement authorities.

23.2 In particular, these protocols will provide for the targeting of agreed problem and high-risk premises which require greater attention, while providing a lighter touch in respect of low risk premises which are well run. The limited validity of public entertainment, theatre, cinema and late-night refreshment house licences has in the past led to a culture of annual inspections regardless of whether such inspections are necessary. The Licensing Act 2003 does not require inspections to take place save at the discretion of those charged with this role. The principle of risk assessment and targeting will prevail, and inspections will not be undertaken routinely but when and if they are judged necessary. This should ensure that resources are more effectively concentrated on problem premises.

## **24. Licence Suspensions**

24.1 This is a power brought as part of the amendments brought about by the Police Reform and Social Responsibility Act 2011. The Licensing

Authority must suspend premises licences and club premises certificates on the non-payment of annual fees. The Licensing Authority will follow the relevant guidance in issuing suspensions for non-payment.

## **25. Administration, Exercise and Delegation of Functions**

- 25.1 The Powers of the Licensing Authority under the Act may be carried out by the Licensing Committee, by a Sub-Committee or by one or more Officers acting under delegated authority.
- 25.2 Many of the licensing procedures will be largely administrative with no perceived areas of contention. In the interests of efficiency and effectiveness officers will generally carry out these duties.
- 25.3 On applications where there are relevant representations these will be dealt with by a Committee or sub-committee of the Licensing Authority, as will any application for review of a licence.
- 25.4 The Licensing Authority will expect applicants to address the licensing objectives in their Operating Schedule having regard to the type of premises, the licensable activities to be provided, the operational procedures, the nature of the location and the needs of the local community.
- 25.5 Applicants will be encouraged to make themselves aware of any relevant planning and transportation policies, tourism and cultural strategies or local crime prevention strategies and to have taken these into account, where appropriate, when formulating their Operating Schedule.
- 25.6 The 2003 Act provides that decisions and functions may be taken or carried out by licensing committees or delegated to sub-committees or in appropriate cases, to officials supporting the Licensing Authority. In the interests of speed, efficiency and cost-effectiveness, as many of the decisions and functions will be purely administrative in nature, functions will be delegated to the appropriate level within the organisation where possible. See Annex 1.
- 25.7 Where applications are non-contentious, for example, no representations to the grant of a premises licence are received, applications will be delegated to officers in order to speed matters through the system. Any such matters passed in this way will then be listed for comment at the next Committee meeting. The Committee will not have the opportunity to reverse officers' decisions

## **26. Advice and Guidance**

- 26.1 Advice can be obtained by contacting the Licensing Team at Cherwell District Council. We will advise on the types of licence needed and can be contacted in the following ways: -

Website <http://www.cherwell.gov.uk/licensing.htm>

Email: [licensing@cherwell-dc.gov.uk](mailto:licensing@cherwell-dc.gov.uk)

Telephone: 01295 753744

In person or writing to:

Licensing Team  
Cherwell District Council  
Bodicote House  
Bodicote  
Banbury  
Oxfordshire OX15 4AA

## **27. Equal Opportunities**

- 27.1 Over the last four decades, discrimination legislation has played an important role in helping to make Britain a more equal society. However, the legislation was complex and, despite the progress that has been made, inequality and discrimination persist and progress on some issues has been stubbornly slow.
- 27.2 The Equality Act 2010 provides a new cross-cutting legislative framework to protect the rights of individuals and advance equality of opportunity for all; to update, simplify and strengthen the previous legislation; and to deliver a simple, modern and accessible framework of discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.
- 27.3 In implementing the Licensing Act 2003, associated legislation and guidance, The Licensing Authority is committed to ensuring that the obligations and duties within this legislation are met.

## **28. Review of the Policy**

- 28.1 This licensing policy will be formally reviewed and published every five years (section 5 Licensing Act 2003). This review of the policy will be subject to the consultation process. Section 5(4) of the Act provides that the licensing authority must keep its policy under review during each five year period and make appropriate revisions. Again, any revisions must be subject to consultation.
- 28.2 Where a special policy relating to cumulative impact or early morning restriction orders is being adopted this will be reviewed regularly at least every five years, to assess whether it is needed any longer, or indeed needs expanding. Any cumulative impact policy will also be reviewed to ensure that it has had the intended effect. There will be on-going dialogue and consultation with local residents to consider whether any area is nearing the point where the concentration of premises has a cumulative impact.
- 28.3 The Licensing Authority will consider the most appropriate time to

refresh policies, with a view to balancing businesses' need to be kept advised of changes with the additional burden that responding to frequent consultations can bring.

## **29. Late night levy**

29.1 The legislative provisions relating to the late-night levy are not part of the Licensing Act 2003 but are contained in Sections 125 to 139 of the Police Reform and Social Responsibility Act 2011. The provisions came into force on 31st October 2012.

29.2 Regulations have been brought into force setting out the way in which the levy must be applied and administered, and arrangements for expenses, exemptions and reductions. Guidance has also been introduced in relation to:

- implementing the levy and the consultation process
- the design of the levy
- exemptions from the levy
- reductions in levy charges
- how revenue raised from the levy may be spent the levy charges
- the levy collection process

29.3 Regarding exemptions, The Licensing Authority retains discretion whether to exempt certain premises or not but only for those types of premises set out in paragraphs 1.24 to 1.31 of the guidance on the Late-Night Levy.

29.4 The Licensing Authority also has the discretion whether to reduce the amount of the levy by 30% for premises which participate in business-led best practice schemes.

29.5 Any revenue from a levy will be split between The Licensing Authority and Thames Valley Police, with at least 70% of the 'net' levy (after expenses) paid to the Police. A formal service level agreement will be established to ensure that The Licensing Authority and Northamptonshire Police are aware of responsibilities and undertakings, and to ensure that the use of levy funds can be clearly communicated to those businesses contributing to it.

29.6 These powers enable licensing authorities to charge a levy in relation to persons who are licensed to sell or supply alcohol late at night as a means of raising a contribution towards the costs of policing the night-time economy. Any decision to introduce, vary or cease the requirement for a levy will be made by the Full Council. Other decisions in relation to how the levy is administered may be subject to delegation.

## **30. Smokefree**

30.1 Oxfordshire is committed to creating a smoke free County by 2025, this is defined as when adult smoking rates reach  $\leq 5\%$ . Steps should be



taken towards supporting the proposed Oxfordshire Tobacco Control Strategy (provide link) through its four Pillars:

- Prevention
- Local Regulation and Enforcement
- Creating Smoke Free Environments
- Supporting Smokers to Quit

30.2 When designating a smoking area outside it is important to consider who will be affected by the smoke, the possible number of persons using the area and ensuring a facility to safely dispose of lit cigarettes. Wherever possible designated smoking areas should be out of site and not on the pavement at the front of the premises.

30.3 Where external seating is provided at least 70% of the seating must be no smoking with clear 'no smoking' signage displayed in the designated area. Applicants should aim for a minimum 2 metre distance between non-smoking and smoking areas, wherever possible.

## Appendix 1 - Delegation of functions

Matter to be dealt with	Full Committee	Sub Committee or Panel	Officers
Application for personal Licence	-	If a police objection made	If no objection made
Application for personal licence with unspent convictions	-	All cases	-
Application for premises licence/club premises certificate	-	If a relevant representation made	If no relevant representation made
Application for provisional statement	-	If a relevant representation made	If no relevant representation made
Application to vary premises licence/club premises certificate	-	If a relevant representation made	If no relevant representation made
Application to vary designated premises supervisor	-	If a police objection	All other cases
Request to be removed as designated premises supervisor	-	-	All cases
Application for transfer of premises licence	-	If a police objection	All other cases
Applications for interim Authorities	-	If a police objection	All other cases
Application to review premises licence/club premises certificate	-	All cases	-
Decision on whether a complaint is irrelevant frivolous vexatious etc	-	-	All cases
Decision to object when local authority is a consultee and not the relevant authority considering the application	-	All cases	-
Determination of a police objection to a temporary event notice	-	All cases	-

## Appendix 2 – Responsible Authority Contacts

<p><b>Thames Valley Police Licensing Department</b>          Thames Valley Police          E Block HQ South          165 Oxford Road          KIDLINGTON          Oxfordshire OX5 2NX</p> <p>TEL: 0845 8505505</p> <p><a href="mailto:Licensing@thamesvally.pnn.police.uk">Licensing@thamesvally.pnn.police.uk</a></p>	<p><b>Oxfordshire Fire and Rescue Service</b>          Oxfordshire Fire and Rescue Service Headquarters          Sterling Road          Kidlington          Oxfordshire OX2 2DU</p> <p>TEL: 01865 897789</p> <p><a href="mailto:Fire.service@oxfordshire.gov.uk">Fire.service@oxfordshire.gov.uk</a></p>
<p><b>Trading Standards</b>          Oxfordshire County Council Trading Standards Service          Electric Avenue          Ferry Hinksey Road          Off Botley Road          Oxford OX2 0BY</p> <p>TEL: 0845 0510845</p> <p><a href="mailto:Trading.standards@oxfordshire.gov.uk">Trading.standards@oxfordshire.gov.uk</a></p>	<p><b>Regulatory Services and Community Safety</b>          Cherwell District Council          Bodicote House          Bodicote          Banbury OX15 4AA</p> <p>TEL: 01295 227990</p> <p><a href="mailto:HPandCompliance@cherwell-dc.gov.uk">HPandCompliance@cherwell-dc.gov.uk</a></p>
<p><b>The Planning Authority</b>          Planning and Development Services          Cherwell District Council          Bodicote House          Bodicote          Banbury OX15 4AA</p> <p>TEL: 01295221883</p> <p><a href="mailto:planning@cherwell-dc.gov.uk">planning@cherwell-dc.gov.uk</a></p>	<p><b>Public Health</b>          Oxfordshire County Council          County Hall          New Road          Oxford          OX1 1ND</p> <p><a href="mailto:publichealthlicensing@oxfordshire.gov.uk">publichealthlicensing@oxfordshire.gov.uk</a></p>

## Appendix 3 Other policies, legislation, and guidance sources

There are a number of other local and national policies, strategies, responsibilities, and guidance documents which should be taken into account in order to complement this authority's licensing policy. In particular the policy should provide a clear indication of how the licensing authority will secure the proper integration of the licensing policy and other local policies such as the local crime prevention, planning, transport, tourism, cultural strategies and the local alcohol policy.

### (i) Legislation

- Policing and Crime Act 2009
- Crime and Disorder Act 1998
- Crime and Security Act 2010
- Human Rights Act 1998
- Criminal Justice and Police Act 2001
- Private Security Industry Act 2001
- Equality Act 2010
- Anti-Social Behaviour Crime and Policing Act 2014
- Violent Crime Reduction Act 2006
- The Health Act 2006
- The Clean Neighbourhoods and Environment Act 2005
- Live Music Act 2012
- Gambling Act 2005
- Business and Planning Act 2020

*Note: These and other relevant pieces of legislation can be found at [www.opsi.gov.uk](http://www.opsi.gov.uk)*

### (ii) Strategies and Policies

- Alcohol Strategy
- Best Bar None
- British Beer and Pub Association Partnerships Initiative
- Community Alcohol Strategy
- Community Safety Strategy
- Compliance Code
- Crime & Disorder Reduction Strategy
- Council's Enforcement Policy
- Cultural and Tourism Strategies including promotion of live music and community events
- Home Office: Selling Alcohol Responsibly: Good Practice Examples from the Alcohol Retail and Hospitality Industries
- Local Development Framework
- Local Transport Plan
- National and local PubWatch schemes
- Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks.
- Purple Flag (ATCM)
- Safer Socialising
- The Final Push – A Tobacco Control Strategy for a smokefree society in Oxfordshire 2020-2025

### **(iii)Guidance Documents**

- Home Office 'Practical Guide for Preventing and Dealing with Alcohol Related Problems
- Home Office Safer Clubbing Guide
- Home Office Designated Public Place Order (DPPO) Guidance
- Home Office s182 Guidance
- LACORS/TSI Code of Practice on Test Purchasing
- The Event Safety Guide
- Licensing large scale events (music festivals etc)
- Managing Crowds Safely
- 5 Steps to Risk Assessment
- The Guide to Safety at Sports Grounds
- Safety Guidance for Street Arts, Carnivals, Processions and Large-scale Performances
- UK BIDS: Business Improvement Districts(national BIDS advisory service)
- BIS Code of Practice on Consultation

### **(iv)Relevant case law regarding policy statements**

- Limits of licensing policy:  
*BBPA & Others v Canterbury City Council* [2005] EWHC 1318 (Admin)
- “Strict” licensing policies and exceptions to policy:  
*R (Westminster City Council) v Middlesex Crown Court and Chorion plc* [2002] LLR 538
- Cumulative impact policies and hours  
*R (JD Wetherspoon plc) v Guildford Borough Council* [2006] EWHC 815 (Admin)
- Duplication and conditions:  
*R (on the application of Bristol Council) v Bristol Magistrates’ Court* [2009] EWHC 625 (Admin)
- Extra-statutory notification by the licensing authority:  
*R (on the application of Albert Court Residents Association and others) v Westminster City Council* [2010] EWHC 393 (Admin)
- The prevention of crime and disorder: ambit of the objective  
*Blackpool Council, R (on the application of) v Howitt* [2008]
- Crime and disorder: sanctions on review: deterrence  
*Bassetlaw District Council, R (on the application of) v Workshop Magistrates Court* [2008]

**Note: This list is not exhaustive**

## **Appendix 4 Useful References (organisations)**

### **Local Government Association:**

<http://www.local.gov.uk/regulatory-services-and-licensing>

Association of Convenience Stores (ACS)

<http://www.acs.org.uk/>

Association of Licensed Multiple Retailers (ALMR)

**Now incorporating Bar, Entertainment and Dance Association (BEDA)**

<http://www.almr.org.uk/>

Association of Town Centre Managers (ACTM and Purple Flag)

<http://www.atcm.org/>

Banbury BID

<https://www.banburybid.com/>

Better Regulation Delivery Office (BRDO)

<http://www.bis.gov.uk/brdo>

British Beer and Pub Association (BBPA)

<http://www.beerandpub.com/>

British Board of Film Classification (BBFC)

<http://www.bbfc.co.uk/>

British Institute of Innkeeping (BII)

<http://www.bii.org/home>

British Retail Consortium (BRC)

[http://www.brc.org.uk/brc\\_home.asp](http://www.brc.org.uk/brc_home.asp)

Cinema Exhibitors' Association (CEA)

<http://www.cinemauk.org.uk/>

Department for Culture, Media and Sport

[www.culture.gov.uk](http://www.culture.gov.uk)

Home Office

[www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

Institute of Licensing (IoL)

<http://www.instituteoflicensing.org/>

Licensed Victuallers Associations (LVAs)

<http://www.flva.co.uk/>

National Association of Licensing and Enforcement Officers (NALEO)

<http://www.naleo.org.uk/>

The Portman Group

<http://www.portmangroup.org.uk/>

## Cherwell District Council

### Statement of Licensing Policy – Summary of Proposed Changes

Section	Change	Notes
Contents	Table of contents updated.	To reflect the changes in the document.
2.3	New paragraph on regulated activities.	Lists the activities regulated under the Licensing Act 2003
6	New section on operating schedules.	Some of this information was present previously but has been given a separate section to provide more information for applicants about the requirement to complete an operating schedule.
7	New section on the prevention of crime and disorder licensing objective.	Some of this information was present previously under the previous section 6 Objectives. It has been given a separate section to expand on the information applicants need to consider in their operating schedule to demonstrate the promotion of this objective. Additional information has been included on CCTV, consumption of alcohol, door supervisors, illegal drugs and modern slavery.
8	New section on the public safety licensing objective.	Some of this information was present previously under the previous section 6 Objectives. It has been given a separate section to expand on the information applicants need to consider in their operating schedule to demonstrate the promotion of this objective. Additional information has been included on alcohol harm reduction, safeguarding, occupancy limits, and health and safety.
9	New section on the prevention of public nuisance licensing objective.	Some of this information was present previously under the previous section 6 Objectives. It has been given a separate section to expand on the information applicants need to consider in their operating schedule to demonstrate the promotion of this objective. Additional information has been included on noise, light pollution, odour, and waste and cleansing.
10	New section on the protection of children from harm licensing objective.	Some of this information was present previously under the previous section 6 Objectives and section 16 Children. It has been given a separate section to both amalgamate the previous information as there

		was some duplication, and also to expand on the information applicants need to consider in their operating schedule to demonstrate the promotion of this objective. Additional information has been included on age verification logs, proxy sales, and child exploitation.
12	Previously section 8.	Information updated by OCC Public Health.
13	Previously section 9	Includes a list of the responsible authorities but the contact details for each have been moved to Appendix 2.
30	New section on Smokefree	Information added on smokefree requirements.
Appendix 2	Updated	Now includes the contact details for the Responsible Authorities.
Appendix 3	Updated	To reflect changes to legislation, policies and guidance.





## **Council**

**Monday 22 February 2021**

### **Agenda Item 15, Motions**

**Motion Proposer: Councillor Ian Corkin**

**Motion Seconder: TBC**

**Topic: Paper Lite**

### **Motion**

Last year Cherwell District Council consumed 1.4million sheets of paper. A third of this was sent to elected members in the form of committee papers, reports and general communications. There is obviously a considerable financial cost associated with this, including the cost of the paper, officer time, printing and distribution. Equally importantly, there is also a very considerable environmental cost that we must address if we are to meet our zero carbon by 2030 commitment.

Over the last 9 months this authority has shown enormous resilience and resourcefulness: Our dispersed workforce is successfully operating from home, we are developing an agile model of working that will ensure we capture the best practice of operating during the pandemic and, of course, members are now successfully fulfilling their democratic responsibilities remotely, mastering Teams and tech in a way we could have barely imagined at the beginning of the year.

This motion draws on this innovation and asks members to deploy the same resourcefulness to embrace a “paper-lite” culture and calls on this council to:

- Recognise that continuing to have printed media as the default position for this council is unsustainable
- To resolve that from 7 May 2021 the default position will be “paper-lite” and members will have to opt into hardcopy print and that it will remain an option for those that need it.
- To ensure that adequate training and support will be provided to all members who require it to make the transition.

**Motion Proposer: Councillor Dan Sames**

**Motion Seconder: TBC**

**Topic: Twenty is Plenty**

**Motion**

This Council notes :

1. The recent endorsement of the "Twenty is Plenty" campaign by Oxfordshire County Council in its role as Highways Authority which means all new residential roads will have a 20 mph speed limit, unless there is compelling evidence for a higher limit.
2. The evidence that introduction of 20mph limits even without formal enforcement results in much safer speed profiles and this is particularly beneficial in the vicinity of schools, community hubs and care facilities.

This Council believes that as the Local Planning Authority we should support the County Council as Local Highway Authority in securing 20 MPH speed limits (instead of 30 MPH) in new developments in the interest of securing a more usable and more attractive environment for those not travelling by motor vehicle.

The Council further believes that there may be a role for a "best practice guide" produced by OCC and would ask the county council to consider how it might best advise Parish Councils to help them facilitate 20mph limits where there is local demand.

**Motion Proposer: Councillor Andrew McHugh**

**Motion Seconder: Councillor Kieron Mallon**

**Topic: Horton General Hospital**

**Motion**

This Council fully recognises the value of the much-loved Horton General Hospital to the residents of Banbury and its surrounding catchment area, which uniquely covers four counties.

Local efforts to retain acute services at the Horton have been welcomed by Councils at all tiers in recent months and by community groups and residents alike. This Council's position has always been that the Horton's future should be as a fully functioning General Hospital complementing the world-class services at both the John Radcliffe Hospital and Churchill Hospital so as to build on Oxfordshire's enviable reputation – both nationally and internationally – as a centre for excellence in healthcare. That remains unequivocally the case today.

This Council is encouraged that Oxford University Hospitals NHS Foundation Trust (OUHFT) and the Oxfordshire Clinical Commissioning Group (OCCG) have

listened to the strong representations of residents, Councillors and community groups (notably, Keep the Horton General) in recent years and those of Victoria Prentis MP and this Council welcomes steps taken by both OUHFT and OCCG to develop a masterplan for the Horton without delay.

For its part, this Council resolves to do all it can to support the advancement of this vision and commits to reviewing options with Councils at other tiers with a view to supporting OUHFT and CCG-led redevelopment plans so as to deliver an improved facility on the hospital's existing site or at a new and improved one within the Banbury area that is accessible to residents across the Horton's unique four-county catchment area.

**Motion Proposer: Councillor Ian Middleton**

**Motion Seconder: Councillor Katherine Tyson**

**Topic: Flooding**

### **Motion**

Worsening flooding has substantial economic and social costs. Homes and businesses nationwide are at repeated risk of significant damage which leads to financial and emotional distress. In some cases, these risks can no longer be insured against. Climate change will exacerbate this for Cherwell residents with increased incidence, and severity, of flooding.

The cross-agency nature of the problem can be frustrating and inefficient in a crisis, with no one organisation taking responsibility for flooding response or maintenance of flood defences. Resources are stretched thin, and while major incidents receive the attention of various emergency agencies, lower level, localised flooding, which is becoming more widespread, can sometimes receive a less focused response.

Last year CDC resumed responsibility for district land drainage & flood risk management. In view of these responsibilities, and our close working relationship with the county council, we should wherever possible:

1. Encourage areas that are at risk of flooding to establish a 'flood resilient community', including forming local flood response groups, forums for residents to feedback information on current and potential flooding risks, and the setting up of their own flood response stores to provide locally available flood alleviation equipment
2. Publish regularly updated surveys and maintenance programs, with maps of drainage and flood defences and associated repair responsibilities.
3. Call on all risk management agencies to set up a cooperative task force, which we would participate in, including the provision of a centralised contact point which can trigger an immediate, proportionate response to all emergency flooding events.

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