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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 7 February 2022

Time: 5.30 pm

Venue Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

Councillor Barry Wood (Chairman)

Councillor Phil Chapman
Councillor Tony Ilott
Councillor Richard Mould
Councillor Dan Sames

Councillor Ian Corkin (Vice-Chairman)

Councillor Colin Clarke
Councillor Andrew McHugh
Councillor Lynn Pratt
Councillor Lucinda Wing

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 14)

To confirm as a correct record the Minutes of the meeting held on 10 January 2021.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Budget Setting for 2022/23 and the Medium-Term Financial Strategy up to 2026/27 (Pages 15 - 182)

Report of Director of Finance

Purpose of report

This report is the culmination of the Budget and Business Planning process for 2022/23 to 2026/27 and sets out the Executive's proposed Business Plan and related revenue budget for 2022/23, medium term financial strategy to 2026/27, capital programme to 2026/27 and all supporting policies, strategies and information.

Recommendations

The Executive is recommended to:

- 1.1 Approve the proposed Fees and Charges for 2022/23 (Appendix 6).
- 1.2 Note the equality impact assessment of the Budget (Appendix 7).
- 1.3 Note the Report on Responses to the Budget Consultation (Appendix 8).
- 1.4 Approve the Reserves Policy (Appendix 13) and medium-term reserves plan described in Appendix 15.
- 1.5 Delegate authority to the Section 151 Officer (S151), following consultation with the Leader of the Council and Lead Member for Finance, to complete the legal Council Tax calculations once all the information required has been received.
- 1.6 Delegate authority to the S151, following consultation with the Leader of the Council and Lead Member for Finance, to make appropriate changes to the Executive's proposed budget to Council.

The Executive is recommended to recommend to Council:

- 1.7 In relation to the Business Plan (Section 3.1):
 - 1.7.1 Approve the Business Plan set out in Appendix 1.
- 1.8 In relation to the Revenue Budget (Section 3.2) and Medium-Term Financial Strategy (MTFS) (Section 3.5):
 - 1.8.1 That the net revenue budget for the financial year commencing on 1 April 2022, as set out in Table 3.2.1, and further analysed in the Budget Book provided at Appendix 11, be approved.
 - 1.8.2 The MTFS and Revenue Budget 2022/23 (Sections 3.5 and 3.2 respectively), including the Savings Proposals, and Pressures included at Appendices 3 and 4 respectively.
- 1.9 In relation to Council Tax:

1.9.1 An increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2022 of £5, resulting in a Band D charge of £143.50 per annum.

1.10 In relation to the Capital Programme and related strategies (Section 3.3) to approve:

1.10.1 The Capital Bids and Capital Programme at Appendix 16 and 17 respectively.

1.10.2 The Capital and Investment Strategy (Appendix 18).

1.10.3 The Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2022/23 (Appendix 19)

1.10.4 The Property Investment Strategy (Appendix 20).

1.11 In relation to reserves to:

1.11.1 Approve a minimum level of General Balances of £6m.

7. **(Draft) Gambling Act 2005 Statement of Licensing Principles** (Pages 183 - 226)

Report of Assistant Director Regulatory Services & Community Safety

Purpose of report

To consider a revised Statement of Licensing Principles which is required to be published by the council under the Gambling Act 2005.

This report introduces a draft of the revised Gambling Act 2005 Statement of Licensing Principles (attached as Appendix 1). It explains the reason for the review, provides a summary of the main changes to the current statement of licensing principles, and outlines the consultation process followed in revising the current document. The Executive is requested to agree that the revised statement of licensing principles should be taken to Full Council for approval and publishing.

Recommendations

The meeting is recommended:

1.1 To agree that the revised Statement of Licensing Principles under the Gambling Act 2005 be submitted to Full Council for approval.

8. **Approval of a Cherwell District Council Social Value Policy** (Pages 227 - 262)

Report of Director of Law and Governance

Purpose of report

To advise Executive on progress towards introducing a Social Value Policy for Cherwell District Council.

Recommendations

The meeting is recommended:

- 1.1 To approve the draft Social Value Policy (Appendix 1).
- 1.2 To approve the planned implementation of the Social Value Policy, as outlined in the report

9. Shareholders Agreement - Crown House and Crown Apartments (Pages 263 - 284)

Report of Shareholder Representative

Purpose of report

To approve the shareholder agreement between Cherwell District Council (CDC) and Crown House Banbury Limited and Crown Apartments Banbury Limited

Recommendations

The meeting is recommended:

- 1.1 To approve the entering into of a shareholder agreement between Cherwell District Council (CDC) and Crown House Banbury Limited and Crown Apartments Banbury Limited
- 1.2 To authorise the Shareholder Representative, in consultation with the Leader of the Council, to settle the final terms and sign the shareholder agreement on behalf of Cherwell District Council.

10. Urgent Business

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

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to 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.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

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.

Watching Meetings

Please note that Council meetings are currently taking place in person (not virtually) with social distancing at the meeting. Meetings will continue to be webcast and individuals who wish to view meetings are strongly encouraged to watch the webcast to minimise the risk of COVID-19 infection.

Places to watch meetings in person are very limited due to social distancing requirements. If you wish to attend the meeting in person, you must contact the Democratic and Elections Team democracy@cherwell-dc.gov.uk who will advise if your request can be accommodated and of the detailed COVID-19 safety requirements for all attendees.

Please note that in line with Government guidance, all meeting attendees are strongly encouraged to take a lateral flow test in advance of 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, 01295 221589

Yvonne Rees
Chief Executive

Published on Friday 28 January 2022

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 10 January 2022 at 6.30 pm

Executive Members Present in person:

Councillor Barry Wood (Chairman), Leader of the Council
Councillor Ian Corkin (Vice-Chairman), Deputy Leader of the Council and Lead Member for Customers and Transformation
Councillor Colin Clarke, Lead Member for Planning
Councillor Andrew McHugh, Lead Member for Health and Wellbeing

Executive Members Present Virtually (no voting rights):

Councillor Phil Chapman, Lead Member for Leisure and Sport
Councillor Tony Ilott, Lead Member for Finance and Governance
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property
Councillor Dan Sames, Lead Member for Clean and Green
Councillor Lucinda Wing, Lead Member for Housing

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group

Officers:

Yvonne Rees, Chief Executive
Bill Cotton, Corporate Director Environment and Place
Steve Jordan, Corporate Director Commercial Development, Assets & Investment
Claire Taylor, Corporate Director Customers, Organisational Development and Resources
Lorna Baxter, Director of Finance & Section 151 Officer
Anita Bradley, Director Law and Governance & Monitoring Officer
Nicola Riley, Assistant Director: Wellbeing
Richard Webb, Assistant Director: Regulatory Services and Community Safety
Andrew Maxted, Planning Policy, Conservation and Design Manager
Louise Tustian, Head of Insight and Corporate Programmes
Natasha Clark, Governance and Elections Manager

Declarations of Interest

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

88 **Minutes**

The minutes of the meeting held on 6 December 2021 were agreed as a correct record and signed by the Chairman.

89 **Chairman's Announcements**

The Chairman explained that in light of the current COVID restrictions, the meeting was being held as a hybrid meeting with four Executive Members attending in person and six Executive members attending virtually. Only those Executive members attending in person could propose, second and vote on items but all Executive members could speak on items.

90 **Annual Monitoring Report 2021**

The Assistant Director – Planning and Development submitted a report to seek approval of the Annual Monitoring Report (AMR) 2021, and to present the District's current housing land supply position. The report also sought approval of the Housing Delivery Action Plan to assist the Councils approach to housing land supply and of accompanying updates to the Local Plan's Infrastructure Delivery Plan and the Brownfield Land Register.

On behalf of Executive, the Chairman thanked the Planning Policy team for their hard work producing the four documents.

Resolved

- (1) That the 2021 Annual Monitoring Report (AMR) (Annex to the Minutes as set out in the Minute Book) be approved for publication.
- (2) That the district's housing delivery and five-year housing land supply positions (for conventional housing and for Gypsies and Travellers) at Section 5 of the AMR and the need for updating of the land supply positions should these materially change, including consideration of the Vale of White Horse Council's 3 December 2021 Cabinet decision relating to the Regulation 10A review of its Part 1 Plan, be noted.
- (3) That the publication the 2021 Infrastructure Delivery Plan (IDP) update (Annex to the Minutes as set out in the Minute Book) be approved for publication.

- (4) That the 2021 Brownfield Land Register (BLR) (Annex to the Minutes as set out in the Minute Book) be approved for publication.
- (5) That the Assistant Director - Planning and Development in consultation with the Lead Member for Planning, be authorised to make any necessary minor and presentational changes to the Annual Monitoring Report, Infrastructure Delivery Plan update, Brownfield Land Register and Housing Delivery Action Plan, if required prior to publication.

Reasons

The Annual Monitoring Report provides important information to measure the effectiveness of planning policies and to assist policy making and development management decision making. It is the statutory mechanism for monitoring housing delivery. Its most significant conclusion is that despite a continued relatively high level of housing delivery, the district is presently unable to demonstrate a five-year housing land supply. The AMR is therefore accompanied by an updated 2021 Infrastructure Delivery Plan and a 2021 Brownfield Land Register, which must be reviewed annually, are also presented for approval.

It is recommended that all four documents be approved for publication.

Alternative options

Option 1: Amendment of the: 2021 Annual Monitoring Report, Infrastructure Delivery Plan, Brownfield Land Register.

Officers consider the documents to be robust, supported by data and research. Delay could lead to uncertainty within the development industry and risks for decision making.

Option 2: Not to approve the documents for publication

Production of an Authorities Monitoring Report is a statutory requirement. The AMR is necessary to monitor implementation of the Local Plan. Updating the Brownfield Land Register is also a statutory requirement. The Infrastructure Delivery Plan is required to monitor and support delivery of the adopted Cherwell Local Plan 2011-2031.

91

2020-2022 Community Nature Plan Progress Update

The Assistant Director – Wellbeing submitted a report to provide a progress update for the 2020-2022 Community Nature Plan and its approach to addressing the Council's statutory biodiversity duty.

Resolved

- (1) That the 2020-2022 Community Nature Plan progress report and its approach to addressing the Council's statutory biodiversity duty be noted.

- (2) That the essential role of key partners in the delivery of the Community Nature Plan be recognised.
- (3) That it be noted that the development of the 2022-2024 Community Nature Plan (CNP) will include an all-member seminar in 2022 involving planners, as requested by the Overview and Scrutiny Committee December 2020 and the implications of the provisions of the Environment Act will be taken into account in this next iteration of the Community Nature Plan.

Reasons

Restoring and enhancing the natural environment and green spaces for the benefit of people and wildlife is a crucial element of important development and economic decisions. Failure to recognise and assess the multiple benefits of the natural environment will affect community health and wellbeing, important habitats and species and future economic growth. This report seeks approval for recommendations which support plans and organisations that will assist the Council to protect and improve the District's natural environment and ensure that it remains healthy for people and wildlife.

Alternative options

Option 1: To reject the Community Nature Plan 2020-22 progress update and the recommendations in the report

This is not proposed as, without the Plan's progress update, the Council would not be able to demonstrate that it is meeting its NERC Act biodiversity duty and complying with its obligations relating to important wildlife sites, habitats and species under European and national legislation as well as the National Planning Policy Framework (NPPF)

92

Fixed Penalty Notices

The Assistant Director – Regulatory Services and Community Safety submitted a report to review and agree the fixed penalty notice fines that can be charged for various environmental crimes.

Resolved

- (1) That, having given due consideration, the following fixed penalty notice fine levels for certain environmental crimes enforced by the council be agreed:

Description of offence	Penalty	Penalty if paid within 10 days
Unauthorised deposit of waste (fly tipping)	£400	£240
Failure in household duty of care	£300	£180

Depositing litter	£100	£75
Failure to remove dog faeces from designated land	£100	£75

Reasons

The Environmental Protection Act 1990 provides that local authorities can issue a fixed penalty notice to a person believed to have committed specified environmental offences. Fixed penalties can be an effective and visible way of responding to environmental crimes and provide a quicker and proportionate alternative to prosecution through the courts. They allow the person believed to have committed an offence the opportunity to discharge their liability to conviction for that offence by payment of a fixed penalty. However, if an alleged offender does not pay a fixed penalty fine the matter would be put forward for prosecution for the original offence.

The receipts from fixed penalties can be retained by the council and used to support the investigation of environmental offences.

Alternative options

Option 1: To leave the fixed penalty fine levels unchanged at current levels. This option was rejected as the current fine levels do not reflect the seriousness of the offences or the Council's costs for investigating the offences.

Option 2: To not issue fixed penalty notices but to proceed with prosecutions. This option was rejected because issuing a fixed penalty notice is a proportionate approach for dealing with lesser offences in accordance with the Council's Enforcement Policy. The income from fixed penalties can be also be retained by the council and used to support the investigation of environmental offences.

93

Member Champion Review

The Director of Law and Governance submitted a report to consider the findings of the Member Champion Review.

Resolved

- (1) That the roles of heritage and design Member Champion with the Lead Member for Planning portfolio, and the generations together Member Champion with the Lead Member for Wellbeing portfolio, taking effect from the 2022-2023 Municipal Year.
- (2) That the Military Member Champion role, to be appointed annually, be retained.

- (3) That the Terms of Reference for Member Champions be amended as set out in the Annex to the minutes (as set out in the Minute Book), taking effect from the 2022-2023 Municipal Year.

Reasons

Taking into account the feedback from Councillors Clarke and McHugh, it is recommended to merge the roles of heritage and design Member Champion with the Lead Member for Planning portfolio, and the generations together Member Champion with the Lead Member for Wellbeing portfolio, taking effect from the 2022-2023 Municipal Year.

The Assistant Director – Planning and Development has confirmed that the removal of the design and heritage Champion roles would not cause any operational issues, as all aspects of design and heritage are discussed with Councillor Clarke in his role as Lead Member for Planning.

It is recommended that the Military Member Champion role remains in place, to be appointed annually via a report to Executive which also appoints representatives to Outside Bodies.

Terms of Reference for Member Champions are recommended to remain broadly the same as initially introduced, subject to amendments as shown in appendix 3. Text shown in italics are proposed inclusions, with text struck through being proposed deletions.

Alternative options

Option 1: To retain all Member Champion roles, appointing non-Executive Members to the positions. This is rejected, as the changing Council priorities have aligned the Champion roles with Lead Member portfolios, except the Military Member Champion, as evidenced through discussions with the existing Champions. Maintaining a Champion role alongside the Executive Lead Member portfolio would be duplicating work

Option 2: To abolish/cease all Member Champion roles. This is also rejected, as removing the Military Champion role would give an impression of not giving due priority to the military community

94

Council Tax Base 2022-2023

The Director of Finance submitted a report to provide Council Tax Base for 2022-2023.

Resolved

- (1) That the report of the Director of Finance for the calculation of the Council's Tax Base for 2022-2023 be agreed and:

- (a) That pursuant to the Director of Finance's report and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Cherwell District Council as its Council Tax Base for the year 2022-2023 shall be **56,801.6**
- (b) As for the parishes which form part of its area shown in the Annex to the Minutes (As set out in the Minute Book), the amount calculated as the Council Tax Base for the year 2022-2023 in respect of special items shall be as indicated in the column titled Tax Base 2022-2023.
- (c) As for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2022-2023 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area	54,450.4
Anglian (Great Ouse) Flood Defence Area	1,901.3
Severn Region Flood Defence Area	449.9
TOTAL	56,801.6

Reasons

For the purposes of Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the Council is required to calculate the tax base (which will be used for tax setting purposes in February 2022) in respect of:

- (a) the whole of its area and;
- (b) for any parts of its area for the purposes of:
 - (i) Apportioning precepts and levies and;
 - (ii) Calculating the tax base for each area subject to a special item

Alternative options

There are no alternative options. The Council has to set a tax base in order to set its council tax for 2022-2023.

95

Monthly Performance, Risk and Finance Monitoring Report

The Director of Finance and Head of Insight and Corporate Programmes submitted a report which summarised the Council's Performance, Risk and Finance monitoring positions as at the end of November 2021.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.

- (2) That the following change in use of reserves (specific request) be approved:

Directorate	Type	Description	Reason	Amount £m
Finance	Earmarked	Transformation Reserve	Engagement on partnership working	0.047
Total Earmarked Reserves				0.047

Reasons

This report provides an update on progress made during November 2021, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis. Executive is recommended to agree a change in the use of reserves in accordance with the Council's Financial Procedure Rules

Alternative options

Option 1: This report illustrates the Council's performance against the 2021-22 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the request is in accordance with the councils Financial Procedure Rules and within existing budgets.

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Urgent Business

There were no items of urgent business.

The meeting ended at 6.55 pm

Chairman:

Date:

Cherwell District Council

Executive

7 February 2022

Budget Setting for 2022/23 and the Medium-Term Financial Strategy up to 2026/27

Report of Director of Finance

This report is public

Purpose of report

This report is the culmination of the Budget and Business Planning process for 2022/23 to 2026/27 and sets out the Executive's proposed Business Plan and related revenue budget for 2022/23, medium term financial strategy to 2026/27, capital programme to 2026/27 and all supporting policies, strategies and information.

1.0 Recommendations

The Executive is recommended to:

- 1.1 Approve the proposed Fees and Charges for 2022/23 (Appendix 6).
- 1.2 Note the equality impact assessment of the Budget (Appendix 7).
- 1.3 Note the Report on Responses to the Budget Consultation (Appendix 8).
- 1.4 Approve the Reserves Policy (Appendix 13) and medium-term reserves plan described in Appendix 15.
- 1.5 Delegate authority to the Section 151 Officer (S151), following consultation with the Leader of the Council and Lead Member for Finance, to complete the legal Council Tax calculations once all the information required has been received.
- 1.6 Delegate authority to the S151, following consultation with the Leader of the Council and Lead Member for Finance, to make appropriate changes to the Executive's proposed budget to Council.

The Executive is recommended to recommend to Council:

- 1.7 In relation to the Business Plan (Section 3.1):
 - 1.7.1 Approve the Business Plan set out in Appendix 1.
- 1.8 In relation to the Revenue Budget (Section 3.2) and Medium-Term Financial Strategy (MTFS) (Section 3.5):

- 1.8.1 That the net revenue budget for the financial year commencing on 1 April 2022, as set out in Table 3.2.1, and further analysed in the Budget Book provided at Appendix 11, be approved.
- 1.8.2 The MTFs and Revenue Budget 2022/23 (Sections 3.5 and 3.2 respectively), including the Savings Proposals, and Pressures included at Appendices 3 and 4 respectively.
- 1.9 In relation to Council Tax:
 - 1.9.1 An increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2022 of £5, resulting in a Band D charge of £143.50 per annum.
- 1.10 In relation to the Capital Programme and related strategies (Section 3.3) to approve:
 - 1.10.1.1 The Capital Bids and Capital Programme at Appendix 16 and 17 respectively.
 - 1.10.2 The Capital and Investment Strategy (Appendix 18).
 - 1.10.3 The Treasury Management Strategy, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2022/23 (Appendix 19).
 - 1.10.4 The Property Investment Strategy (Appendix 20).
- 1.11 In relation to reserves to:
 - 1.11.1 Approve a minimum level of General Balances of £6m.

2.0 Introduction

- 2.1 The Budget and Business Planning report to Council on 28 February 2022 will be set out in four sections:
 - 1. Business Plan
 - 2. S151 Officer's Statutory Report
 - 3. Revenue Budget Strategy
 - 4. Capital & Investment Strategy
- 2.2 This report sets out Executive's proposed Business Plan, Revenue Budget Strategy and the Capital & Investment Strategy. Alongside this, the report also sets out the Review of Fees and Charges for 2022/23.
- 2.3 The Executive's Business Plan and revenue and capital budget proposals take into consideration the latest information on the council's financial position outlined in this report and comments from the Budget Planning Committee meeting on 9 December 2021. Comments from the Budget Planning Committee are included as Appendix 8 to this report. In finalising the proposals, the Executive has also taken into consideration feedback from the public consultation on the Business Plan priorities,

revenue budget proposals and council tax increase. An analysis of the responses to the consultation accompanies the budget proposals at Appendix 8.

- 2.4 Recent announcements from Government have confirmed that the significant changes to the way they fund local authorities over the medium term has been delayed. The latest indications are that those changes will begin to take effect from 2023/24. 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 2022/23.
- 2.5 On Thursday 16 December 2021, the government published a provisional one-year settlement for Local Government which can be found here <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2022-to-2023>
- 2.6 The impact for CDC of this one-year settlement can be summarised as follows:
- With a focus of the settlement on stability, it is 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 anticipated New Homes Bonus legacy payments announced in 2019/20 will be fully funded.
 - That a one-year only New Homes Bonus award for 2022/23 has been allocated to CDC
- 2.7 The settlement was broadly as expected following announcements in the Spending Review announced on 25 November 2020 with additional one-off funding announced for 2022/23. CDC had built its financial models on the indicative information provided at that point. The Government has also provided a one-off continuation of Lower Tier Services grant to ensure that CDC will not have a reduction in resources from Government in 2022/23.
- 2.8 In order to support the Council with its task of approving the budget for 2022/23 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 2021/22
 - cost of the services that the Council provides
 - 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 2022/23 and show how each of the above elements support the development of the delivery of the plan by setting a budget for 2022/23, 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 been updated in line with the budget setting process outlined above. The four strategic priorities are as outlined below:
- **Housing that meets your needs;**
 - **Supporting 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 supporting the delivery of affordable and green housing, ensuring minimum standards in the private rented sector, working with partners to prevent homelessness, supporting the most vulnerable residents or through delivery of the Local Plan.
- 3.1.5 Supporting 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 supporting waste reduction, reuse and recycling across the district which are already highly regarded by residents. Promoting the Green economy and working with partners to improve air quality 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 enterprising 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 grow, attract investment and visitors to the town centres across the district.

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. Supporting community and cultural development and working towards our

continued commitment to equalities, diversity and inclusion. This Council will continue to work with partners to address the causes of health inequality and deprivation across the district. The Council will continue to work with partners in the health and voluntary sectors to help our local businesses' and residents' recovery and renewal from Covid-19, and ensure together, we are in a stronger position to meet the health, economic and social challenges of the future.

3.1.7 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** - Work with partners across all sectors to deliver and improve services 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** - Support residents and local businesses to reduce their carbon emissions. Continue to transform our own estate to deliver our carbon neutral commitments.
- **Including Everyone** - Our Equalities, Diversity and Inclusion framework outlines how we are seeking to create more inclusive communities, services and workplaces in Cherwell.
- **COVID-19 Recovery Strategy** - Work with partners in the health and voluntary sectors to help our local business and residents respond, and ensure together, we are in a stronger position to meet the health, economic and social challenges of the future.

3.1.8 The service plans, operational plans detailing performance measures and outcomes are captured as part of the 2022-23 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.

3.2 Revenue Budget Strategy

Forecast Financial Outturn 2021/22

3.2.1 The Budget Planning Committee and the Executive regularly review the forecast outturn as part of the Performance, Risk and Finance report. 2021/22 has been a challenging year in continuing to deal with the ongoing impact of the COVID-19 pandemic whilst continuing to deliver Council services.

3.2.2 The forecast outturn position as at 30 November 2021 is an overspend of £0.2m. The Council anticipates that it will be able to manage this before the year end and so should not impact on the Council's reserves position. There are a number of savings proposals from 2021/22 which have not been fully delivered. Where this

has been identified and there is an anticipated impact in future years, this has been taken into account within the budget proposals for 2022/23.

- 3.2.3 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 2022/23

- 3.2.4 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 3.2.1 summarises the draft budget for 2022/23 by directorate.

Table 3.2.1: Net Cost of Services

Directorate	Net Cost of Services 2022/23 £m
CDA&I	(0.377)
CODR	6.513
Environment & Place	6.145
Housing	1.651
Wellbeing	1.690
Service Sub-total	15.622
Corporate Costs	4.240
Policy Contingency	3.630
Net Cost of Services	23.492

- 3.2.5 The largest proportion of the expenditure budget, excluding benefits payments, is spent on staffing (45%).
- 3.2.6 Service income streams that are assumed within the net cost of services 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. For information on categories of Income and Expenditure, please see Appendix 5 for a summary by type of expenditure and Appendix 11 for more detail at a Directorate level.
- 3.2.7 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 2022/23. Full monitoring of the savings programme will take place throughout 2022/23.

Commercial Property

3.2.8 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 holds 125 land, building and investment assets in its asset register that it uses for a variety of functions including:

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

3.2.9 The Council in recent years has expanded its commercial property portfolio that both supports the local economy 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.

3.2.10 The Investment portfolio comprises 23 properties in the following primary groupings:

- Retail properties (e.g. Castle Quay, High Street units)
- Mixed use commercial properties (e.g., Bridge Street)
- Industrial estate (e.g. Tramway Industrial Estate, Antelope Garage, Thorpe Estate)
- Local Centres (e.g. Bradley Arcade, Ferriston, Orchard Way, etc)

3.2.11 In setting the budget for 2022/23, the Council has considered any changes in tenancy arrangements and the gross income budget has been set at £6.3m.

Budget Proposals (Inflation, Pressures, and Savings)

Inflation

3.2.12 The Council has provided for inflation within the budget. It assumes that there will be a 2.5% pay award in 2022/23 following the announcement by the Government that the public sector pay freeze would end. In future years pay awards are assumed to increase at 2.5% annually. Contract inflation is expected to increase at 6% in 2022/23 and by 2% thereafter and income from sales fees and charges has been assumed to increase by 2% annually. A schedule of proposed fees and charges is set out in Appendix 6.

Directorate Budget Pressures

3.2.13 The Council has identified new budget pressures of £1.7m for 2022/23 and a further £0.5m of savings non-delivery. Budget Pressures funded on a one-off basis in 2021/22 have fallen by (£3.3m) resulting in an overall reduction in budget pressures of (£1.1m). The full schedule of existing and new pressures can be seen at Appendix 4. Table 3.2.2 summarises the Pressures which have been included within the Net Cost of Services.

Table 3.2.2: Pressures

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Ongoing Impact £m
CDA&I	(1.314)	(0.471)	(0.571)	0.383	0.000	(1.973)
CODR	0.849	0.020	(0.191)	0.000	0.000	0.678
Environment & Place	0.656	(0.231)	0.000	0.000	0.000	0.425
Housing	0.039	0.000	0.000	0.000	0.000	0.039
Wellbeing	0.016	(0.027)	0.000	(0.035)	0.000	(0.046)
Exec Matters	0.000	(0.052)	0.000	0.000	0.000	(0.052)
Policy Contingency	(1.384)	0.000	0.000	0.000	0.000	(1.384)
Total Pressures	(1.138)	(0.761)	(0.762)	0.348	0.000	(2.313)
Prior Year Pressures	(3.384)	(0.619)	0.370	0.012	0.000	(3.621)
Savings Non-delivery	0.466					0.466
New Pressures	1.780	(0.142)	(1.132)	0.336	0.000	0.842
Total Pressures	(1.138)	(0.761)	(0.762)	0.348	0.000	(2.313)

Savings Proposals

3.2.14 In total, savings of £2.9m are proposed for 2022/23, of which £0.5m were previously planned and £2.4m are new savings proposals. In December 2021, the Council consulted on £2.6m 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.

3.2.15 The Council is grateful to all that responded to the budget consultation, with 176 responses received. The majority of respondents favoured reducing costs through flexible working, redesigning services and using digital technology to operate more effectively. A majority of responses were opposed to reducing front-line services. Appendix 8 provides a report on the responses received to the consultation. After reviewing the savings proposals and considering consultation responses it is proposed to make the following changes:

- SCSAF224 – End the financial support for public space CCTV, which the council is not under a duty to provide – following public consultation the Council has decided not to pursue this savings proposal.

- SCARP222 – Increase annual car parking charge of no more than 10p – the savings proposal has been adjusted so that increases in parking charges do not take place less than 12 months after the previous increase.
- SDEBT221 – Review the debt and money advice contract to assess future options and cost reductions – the saving has been rephased to align with the renewal date of the current contract.
- SDEMO222 – It is no longer proposed to set a four-year review cycle for members’ allowances rather than using an independent panel; the current annual arrangements would remain.

Table 3.2.3: Change in New Savings Proposals

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
New savings in Consultation	(2.587)	(0.352)	(0.042)	(0.105)	(0.193)	(3.279)
Revised after consultation:						
SCSAF224 - End the financial support for public space CCTV, which the council is not under a duty to provide	0.099					0.099
SCARP222 - Increase annual car parking charge of no more than 10p per hour	0.034					0.034
SDEBT221 – Phase the review of the debt and money advice contract to assess future options and cost reductions	0.011	(0.011)				0.000
SDEMO222 – Set a four-year review cycle for members’ allowances rather than using an independent panel	0.006			(0.004)	0.004	0.006
Final new Savings Proposals	(2.437)	(0.363)	(0.042)	(0.109)	(0.189)	(3.140)

3.2.16 Table 3.2.4 provides a breakdown of how the total savings of £2.9m for 2022/23 are allocated across the Directorates.

Table 3.2.4: Savings Proposals

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Ongoing Impact £m
CDA&I	(0.633)	0.117	0.073	0.020	(0.036)	(0.459)
CODR	(0.244)	(0.013)	0.000	0.000	0.000	(0.257)
Environment & Place	(1.549)	(0.598)	(0.224)	(0.103)	(0.102)	(2.576)
Housing	(0.239)	(0.011)	0.000	0.000	0.000	(0.250)
Wellbeing	(0.229)	0.000	(0.012)	(0.025)	(0.050)	(0.316)
Corporate	(0.013)	0.000	0.000	0.000	0.000	(0.013)
Total Savings Proposals	(2.907)	(0.505)	(0.163)	(0.108)	(0.188)	(3.871)
Prior Year Savings	(0.470)	(0.142)	(0.121)	0.001	0.001	(0.731)
New Savings	(2.437)	(0.363)	(0.042)	(0.109)	(0.189)	(3.140)
Total Savings	(2.907)	(0.505)	(0.163)	(0.108)	(0.188)	(3.871)

Proposals						
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3.2.17 All of the pressures and savings proposals are included in the proposed budget for 2022/23 which would allow a balanced and legal budget to be set.

Executive Matters

3.2.18 Executive Matters includes non-service costs including borrowing costs, interest receivable, contributions to reserves and a Policy Contingency budget. The Executive Matters budget also includes non-ringfenced general grants.

3.2.19 COVID-19 has continued to have a significant impact on the finances and services of the Council in 2021/22. As it is unclear what the impacts of COVID-19 will be in 2022/23 the Council has continued with a Policy Contingency for COVID-19 in 2022/23 of £1.1m linked to commercial risk. This contingency is to protect the Council in case it suffers losses of income or increases to contract costs compared to the normal budget position.

3.2.20 In addition, the Council has set aside an inflation contingency and a redundancy and pension fund strain contingency. Table 3.2.5 shows the provisions that have been made in the Policy Contingency budget:

Table 3.2.5: Contingencies

Policy Contingency		2022/23 £m
Inflation Contingency		0.655
Affordable Housing		1.200
Commercial Risk		1.100
General Contingency		0.300
Separation Costs Contingency		0.375
Total		3.630

3.2.21 Table 3.2.6 Below shows the movement from the approved 2021/22 budget to the draft budget for 2022/23.

Table 3.2.6: Budget Movement from 2021/22 to 2022/23

Directorate	2021/22 Budget £m	Pressures £m	Savings Proposals £m	Capital Impact £m	Corporate Changes £m	Use of Reserves £m	Grants £m	Inflation £m	2022/23 Budget £m
CDA&I	1.678	(1.314)	(0.633)	(0.016)	(0.069)	(0.090)	0.000	0.067	(0.377)
CODR	5.686	0.849	(0.244)	(0.020)	0.067	0.010	0.055	0.110	6.513
Corporate	0.000	0.000	(0.013)	0.000	0.000	0.000	0.000	0.000	(0.013)
Environment & Place	6.698	0.656	(1.549)	(0.025)	(0.025)	0.131	0.000	0.259	6.145

Exec Matters	2.768	0.000	0.000	0.000	3.173	(2.152)	0.463	0.000	4.253
Housing	1.844	0.039	(0.239)	0.000	0.000	(0.026)	0.000	0.033	1.651
Policy									
Contingency	1.884	(1.384)	0.000	0.000	2.975	0.000	0.000	0.155	3.630
Wellbeing	1.816	0.016	(0.229)	0.000	0.000	0.038	0.000	0.049	1.690
2022/23 Budget	22.374	(1.138)	(2.907)	(0.061)	6.121	(2.089)	0.518	0.673	23.492

Council Financing

3.2.22 In addition to the fees and charges income streams and grant funding recorded in the Net Cost of Services, the Council funds the balance of its activities from the following sources:

3.2.23 Business Rates Retention

Under the business rates retention scheme, 50% of the business rates collected is retained locally and shared between CDC (40%) as the billing authority, and Oxfordshire County Council (10%) as the major precepting authority, the remaining 50% goes to central government.

The Council, as the billing authority, is required before the beginning of a financial year, to forecast the amount of business rates collectable during the year. The NNDR1 form provides a tool to enable authorities to do this and it must be submitted to the Secretary of State and major precepting authorities by 31 January each year.

The Council sets its business rates income budget based on the NNDR1 form and the following:

- The Government deducts a tariff on business rates collected as a way to redistribute business rates collected based on need.
- A levy is also deducted by the Government for on growth in business rates above the baseline set in 2013/14 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”.
- CDC must also take account of the estimated surplus/deficit on its business rates income in 2021/22. This compares the level of business rates collectable in 2021/22 compared to the estimate it made when setting the budget for 2021/22.
- Section 31 Grants are paid to compensate CDC for government changes to the business rates policy which has resulted in CDC generating lower business rates income than it otherwise would have done.

The resources retained by the Council from business rates are summarised in Table 3.2.7.

Table 3.2.7: Resources retained from business rates related income

Business Rates Breakdown	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Business Rates	(34.955)	(6.939)	(1.039)	(1.046)	(0.913)
Business Rates Deductions	33.539	5.339	0.764	0.844	0.766
Business Rates Pooling Gain	(2.210)	2.210	0.000	0.000	0.000
Business Rates Collection Fund (Surplus) / Deficit	0.155	(0.155)	0.000	0.000	0.000
S31 grants	(7.927)	6.299	(0.031)	(0.031)	0.122
Grand Total	(11.398)	6.754	(0.306)	(0.233)	(0.025)

Movements from 2023/24 onwards are annual incremental changes from the previous year

Any variance between the actual business rates income billed and accounted for compared to the NNDR1 estimate at the beginning of the year is managed through the Collection Fund.

It is estimated that there will be a Collection Fund deficit on business rates of £0.155m which has been taken account in setting the business rates income budget and summarised in Table 3.2.8 below.

Table 3.2.8: Business Rates (Surplus)/Deficit Calculation

Business Rates Deficit	2022/23 £m
2020/21 deficit	0.666
2021/22 deficit relating to business rates reliefs	9.842
Use of S31 Reserve	(10.324)
1/3 2020/21 deficit ¹	0.029
Business Rates Deficit	0.155

Shortly after CDC set the 2021/22 budget for business rates income, the Government announced business rates reliefs to assist businesses through the economic challenges of the Covid-19 pandemic. To support local government the Government provided grant payments in lieu of the lost business rates income. CDC has held these grants in reserves in 2021/22 which will be used in 2022/23 to offset the 2021/22 deficit and the difference between the forecast and actual 2020/21 deficit.

3.2.24 Other Grants

Grants supporting the Net Cost of Services:

New Homes Bonus: The Council expects to receive £3.5m in 2022/23 comprising a payment for 2021/22 and the final year legacy payment for 2019/20. It is not known how the Government intends to replace this regime; a consultation took place in 2021/22 but no response to the consultation has been announced.

¹ The 2020/21 estimated deficit was spread equally across 2021/22, 2022/23 and 2023/24 to mitigate the impacts of COVID-19

Revenue Support Grant: Due to the roll forward of funding, the Council expects to receive £0.1m in 2022/23 which has increased in line with inflation compared to last year. RSG is then expected to be zero in future years.

Grant Funding within the Net Cost of Services:

The Government announced that Lower Tier Services Grant would continue for 2022/23 to ensure that the Council did not suffer a reduction in the allocations of funding received from Government. There will also be a new one-off Services Grant for 2022/23. The Council will receive £1.1m and £0.3m from these grants respectively.

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 government grant income assumed within the budget is at Appendix 12.

3.2.25 Council Tax

The council tax requirement of CDC for 2022/23 is £8.2m and the tax base has been set at 56,801.6. A £5 increase to the rate of Council Tax has been assumed; from £138.50 to £143.50. This is the maximum increase the Council can propose, without the need to hold a referendum.

The Council has considered the amount of council tax that it anticipates it will collect in 2021/22 compared to the estimate it made when setting the 2021/22 budget. The Council expects there to be a surplus to be taken into account of (£0.4m).

Table 3.2.9: Breakdown of Council Tax Income

	£m
Council Tax (Surplus)/Deficit	(0.360)
Council Tax Requirement	(8.151)
Council Tax Income	(8.511)

3.2.26 The budget for 2022/23 therefore is balanced by these sources of funding as demonstrated in Table 3.2.10.

Table 3.2.10: Financing of Net Cost of Services 2022/23

Full Budget		£m
Net Cost of Services		23.492
Financed by:		
Revenue Support Grant		(0.121)
Council Tax		(8.511)
Business Rates		(11.398)
New Homes Bonus		(3.462)
Balance		0.000

3.3 Capital and Investment Strategy

3.3.1 The Capital and Investment Strategy is included at Appendix 18 and reflects the requirements of the Prudential Code including for the S151 to report explicitly on the deliverability, affordability and risks associated with the Strategy.

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

Capital Programme

3.3.3 The capital programme sets out a plan for investment between 2022/23 and 2026/27. It forms an integral part of the Council's core activity and is an important part of the MTFS.

3.3.4 Capital expenditure can be funded from Revenue, Capital Receipts, Capital Grants, Internal or External Borrowing. External Borrowing is used to manage the cashflow requirements of the Council and whilst it is used to finance the capital programme, it is not linked to individual projects. Details of the Council's expected borrowing for 2022/23 are included in the Treasury Management suite of strategies which are scrutinised by the Accounts, Audit and Risk Committee (AARC) and included in Appendix 19. These were reviewed in draft form and were recommended to the Executive at the AARC meeting on 19 January 2022.

3.3.5 Table 3.3.1 below details the new capital investments proposed for 2021/22 (detailed proposals can be found in Appendix 16). 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 (£18.0m in 2022/23) is set out in Appendix 17. The financial implications of these are incorporated into the MTFS.

Table 3.3.1 – Capital Bids 2022/23 through to 2026/27

Directorates	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total Project Cost £m
Environment & Place	4.315	0.010	0.000	0.000	0.000	4.325
CDA&I	4.005	0.000	0.000	0.000	0.000	4,005
CODR	0.055	0.030	0.030	0.030	0.030	0.175
Wellbeing	1.784	0.000	0.000	0.000	0.000	1.784
Grand Total	10.159	0.040	0.030	0.030	0.030	10.289

3.4 Reserves

3.4.1 Reserves are held to ensure the Council can manage and mitigate current and future risk and spending plans. The Council has carried out a review of its reserves

requirements as part of the Budget and Business Planning Process and continues to follow its reserves policy attached at Appendix 13. 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 continue to be monitored throughout 2022/23.

3.4.2 Table 3.4.1 below shows a summary of the forecast reserves position for 2022/23 to 2026/27. The final outturn position for 2021/22 will be reported to the Executive in June 2022 and the Accounts, Audit and Risk Committee in May 2022, as part of the Council's Statement of Accounts. Appendix 15 provides a breakdown of the proposed use of reserves for 2022/23 and an estimate of how reserves are currently expected to be used to 2026/27.

Table 3.4.1 – Forecast Use of Reserves

	Forecast Balance 1 April 2022	2022/23	2023/24	2024/25	2025/26	2026/27	Expected Balance 1 April 2027
	£m	£m	£m	£m	£m	£m	£m
General Balances	(5.520)	(0.500)	0.000	0.000	0.000	0.000	(6.020)
Earmarked Reserves	(21.932)	2.262	3.594	(2.023)	(2.531)	1.912	(18.717)
Revenue Grants	(4.155)	0.881	0.327	0.243	0.201	0.000	(2.502)
Capital Reserves	(0.690)	0.000	0.000	0.000	0.000	0.000	(0.690)
Sub-TOTAL RESERVES	(32.297)	2.643	3.922	(1.779)	(2.330)	1.912	(27.929)
Revenue Grants relating to cashflow timing	(11.787)	10.324	0.000	0.000	0.000	0.000	(1.463)
TOTAL RESERVES	(44.084)	12.967	3.922	(1.779)	(2.330)	1.912	(29.392)

3.4.3 A risk assessment has been carried out on the level of general balances that CDC holds which is detailed in Appendix 14. This sets out that CDC should hold general balances of at least £6m.

3.4.4 It is the duty of the Section 151 Officer to ensure that the Council retains reserves at a level which provides the Council with financial resilience both in setting the budget for 2022/23 but also looking into the medium term and the MTFS. Reserves can be used for one-off expenditure but should not be used to finance ongoing Council activities.

3.5 Medium Term Financial Strategy

Funding Reforms

3.5.1 The Council expects that local government funding reforms will be implemented in 2023/24. In his speech launching the Provisional Local Government Finance Settlement, Michael Gove, Secretary of State for Levelling Up, Housing and

Communities stated that ‘the government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years. Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.’ In addition, Michael Gove stated that ‘as part of [any funding reforms] we will look at options to support local authorities through transitional protection.’

- 3.5.2 As part of funding reforms, a reset of the Business Rates baseline is expected. 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 2023/24, which will significantly reduce the level of resource available to the Council.
- 3.5.3 Government funding of local authorities is based on an assessment of need. The Government is expected to simplify the way need is determined and to make the formula more objective and transparent. However, until a consultation on proposed new arrangements is published by the Government there is no way to accurately forecast the impact. Therefore, the Council has assumed the impact of its implementation is neutral within the MTFS and has been considered as part of the risk assessment of reserves.

MTFS Funding Gap

- 3.5.4 The MTFS as presented in the table below represents the scenario without the benefit of any national transition funding to compensate for the loss of funding following implementation of funding reforms. 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 2022/23 reflects a balanced budget but it should be acknowledged that there are both planned contributions to and uses of one-off funds from some earmarked reserves. The net use of reserves in 2022/23 is shown above in Table 3.4.1 (£13m). A full schedule of the use of reserves can be found in Appendix 15. For 2023/24 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 2023/24.
- 3.5.5 Table 3.5.1 below sets out the Council’s future funding estimates. There remains much uncertainty regarding this position over the medium term with the expected funding reforms. 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 2021/22 payable in 2022/23
 - the business rates baseline reset in 2023/24 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 2022/23
 - Council Tax increases of £5 per annum with on average 1.6% annual growth of the Council tax base from 2023/24

- No assumptions have been made that the Council will receive any transitional finance support. As set out above, the Government has announced that a reset is likely to be phased. However, there has been no indication of what profile this could take or the period over which the transition will be applied.

3.5.6 The MTFS indicates that, with all of the assumptions around national funding changes, Cherwell will have a gap between its net budget requirement and its funding as shown in Table 3.5.1 below.

3.5.7 Table 3.5.1 below also does not attempt to forecast the outcome of any future spending reviews for local government as these will be based on political priorities at the time. CDC, along with our peers across all tiers of local government, will 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 3.5.1: MTFS 2022/23 – 2026/27 (year on year change)

MTFS Movements	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Base budget brought forward	22.374	0.000	0.000	0.000	0.000
Service Pressures	(1.138)	(0.761)	(0.762)	0.348	0.000
Service Savings Proposals	(2.907)	(0.505)	(0.163)	(0.108)	(0.188)
Capital Impact	(0.061)	0.036	(0.014)	(0.014)	(0.014)
Corporate changes	6.121	(3.699)	0.367	1.570	0.333
Inflation	0.673	0.494	0.494	0.495	0.495
Use of reserves	(2.089)	(1.674)	0.462	0.454	0.472
Additional government grants	0.518	1.312	0.000	0.000	0.000
Net Budget Requirement	23.492	(4.797)	0.384	2.745	1.098
Revenue Support Grant	(0.121)	0.121	0.000	0.000	0.000
Council Tax	(8.511)	(0.043)	(0.455)	(0.411)	(0.407)
Business Rates	(11.398)	6.754	(0.306)	(0.233)	(0.025)
New Homes Bonus	(3.462)	3.462	0.000	0.000	0.000
Total Income	(23.492)	10.294	(0.761)	(0.644)	(0.432)
Funding Gap / (Surplus)	0.000	5.498	(0.377)	2.101	0.666

How the MTFS gap is planned to be addressed

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

- Continue its partnering arrangements in the future including:
 - a) joint contracting and commissioning arrangements
 - b) continuing the journey to transform the way in which the Council delivers with other partners
- Begin targeted strategic delivery reviews across the Council, taking into account the changing needs of the residents of Cherwell and the financial resources available to the Council. This, in combination with the review of priorities will ensure future service provision is focussed on the delivery of the Council's priorities.
- Overarching review of the alignment of the Council's resources and priorities 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.
- 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 the Council has been delivering growth and driving benefits to others

Financial Resilience Assessment

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

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

3.5.11 The publication of the Financial Resilience Index based on 2020/21 data is expected in late January 2022. Due to the timing of publication, this will be considered as part of the Chief Financial Officer's Section 25 statement for Council on the adequacy of the proposed financial reserves and the robustness of the estimates for the purposes of the council tax calculations.

3.6 Climate Action

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

- Being carbon neutral in its operations by 2030

- Enabling a zero-carbon Cherwell by 2030.

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

3.6.3 Most of the proposals put forward were deemed by services to not impact the Council's ability to meet our climate action.

3.6.4 The proposal to increase parking charges could reduce district-wide carbon emissions by encouraging drivers to walk, cycle or use public transport.

4.0 Conclusion and Reasons for Recommendations

4.1 This report provides information around the various building blocks that make up the proposed budget for 2022/23 and beyond, allowing members to consider and scrutinise the elements of the budget and provide advice and guidance to Council to help further shape both budget setting for 2022/23 and the MTFS up to 2026/27.

5.0 Consultation

5.1 CDC undertook a comprehensive consultation on its budget savings proposals for 2022/23. The revenue budget savings proposals were consulted on between 2 December 2021 and 4 January 2022. 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 178 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, savings proposals and capital bids in a report on 9 December 2021. The Committee's comments have been taken into account in arriving at these proposals and are summarised in Appendix 9. Budget Planning Committee also considered and recommended the 2022/23 planned reserves levels and Capital and Investment Strategy at its meeting on 25 January 2022.

5.3 The Accounts, Audit and Risk Committee considered and recommended to full Council the Capital and Investment and Treasury Management Strategies and the associated Appendices on 19 January 2022.

6.0 Alternative Options and Reasons for Rejection

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

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

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

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

Legal Implications

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

Comments checked by:

Chris Mace, Solicitor, 07702 917916, christopher.mace@cherwell-dc.gov.uk

Risk Implications

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

Comments checked by:

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

Equality and Inclusion 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:
Emily Schofield, Acting Head of Strategy, Tel: 07881 311707, Email:
Emily.schofield@cherwell-dc.gov.uk

Sustainability Implications

7.6 Sustainability implications are included in Section 3.6 of this report.

Comments checked by:
Sandra Fisher-Martins, Programme Manager, Climate Action, Tel 07584 174682
Email: sandra.fisher-martins@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Cllr Tony Ilott, Lead Member for Finance and Governance

Document Information

Appendix number and title

- Appendix 1 – Business Plan
- Appendix 2 – Not Used
- Appendix 3 – Savings Proposals
- Appendix 4 – Revenue Pressures
- Appendix 5 – Budget Summary
- 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 – Budget Book
- Appendix 12 – Government Grants
- Appendix 13 – Reserves Policy
- Appendix 14 – Reserves Assessment
- Appendix 15 – Forecast Use of Reserves

- Appendix 16 – Capital Bids
- Appendix 17 – Capital Programme
- Appendix 18 – Capital and Investment Strategy
- Appendix 19 – Treasury Management Strategy
- Appendix 20 – Property Investment Strategy

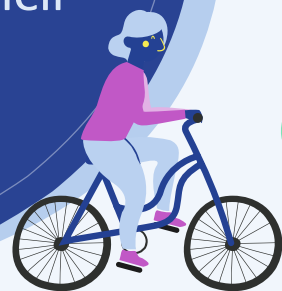
Background papers

None

Report Author and contact details

Joanne Kaye, Strategic Finance Business Partner, 01295 221545,
joanne.kaye@cherwell-dc.gov.uk

Cherwell District Council business plan 2022 - 2023



As we come to refresh our business priorities for the next financial year, I am proud to be the leader of a council that listens to its residents and is willing to adapt to deliver the services that residents value most.

Like other local authorities up and down the country, we must chart a careful and responsible path through the challenges presented by uncertainties around government funding, COVID-19 and a growing and ageing population, all of which have presented significant financial pressures in setting our budget for 2022/23.

But that doesn't mean we should lose sight of our vision for the district – we remain an ambitious authority and will continue to find new ways to deliver services differently and more efficiently, prioritising our resources to where they will have the biggest impact.

In our recent consultation on our 2022/23 budget proposals, local people told us that healthy and resilient communities was their top priority. That means using our influence on the built environment and within the leisure sector to make it easier to lead a healthy lifestyle. It also means making the most of our links to partners in the health system and community and voluntary sectors.

We have been creating new active travel routes, supporting people to ride their bikes and enhancing our green spaces. These examples of action will not only aid our recovery from the pandemic but will secure changes that residents can enjoy well into the future, making north Oxfordshire somewhere where people can truly thrive and enjoy their lives.

Both the budget survey and our annual residents' survey showed that supporting vibrant local centres and a dynamic economy are also top priorities. It has been a pleasure to see the first elements of our investment in Castle Quay Waterfront come to fruition over recent months.

With a much needed town centre supermarket, multi-screen cinema and restaurants coming to Banbury canal side, we've taken a big stride towards securing the town's regional status for years to come and creating new jobs too.

While we have had to take some difficult decisions to ensure a balanced budget for this financial year, where the government has offered funding streams for specific purposes, we have been proactive in securing it. For example, funding to enhance the support that's offered to help prevent homelessness and to help small and medium size businesses navigate change throughout the pandemic.

Our work to become a zero carbon council by 2030 is continuing too, with improvements to reduce emissions at leisure centres and investment to install solar panels at more of our council owned properties.

I am confident that our renewed focus on delivering residents' priorities will help make sure Cherwell remains a great place to live and work for years to come.



A stylized signature in black ink.

Councillor Barry Wood
Leader of Cherwell District Council



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Our priorities:

Housing that meets your needs



Support the delivery of affordable and green housing. Ensure minimum standards in rented housing.

- Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.
- Deliver the Local Plan.



Supporting environmental sustainability



- Work towards our commitment to be carbon neutral by 2030.
- Promote the green economy.
- Support waste reduction, reuse and recycling.
- Work with partners to improve air quality.

An enterprising economy with strong and vibrant local centres



- Support business retention and growth.
- Work with partners to support skills development and innovation.
- Work with others to support growth.
- Work with partners to promote the district as a visitor destination and attract investment in our town centres.
- Work with businesses to ensure compliance and promote best practice.



Healthy, resilient and engaged communities



- Support and encourage active lifestyles and health and wellbeing.
- Support development of leisure services and facilities meeting the needs of residents.
- Support community and cultural development.
- Work towards our commitment to equalities, diversity and inclusion.
- Work with partners to address the causes of health inequality and deprivation.
- Work with partners to reduce crime and antisocial 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 connecting us to each other and the natural environment.



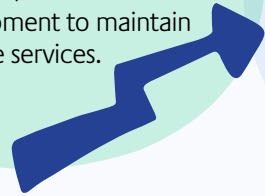
Partnerships

Work with partners across all sectors to deliver and improve services for our residents and communities.



Continuous improvement

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



Climate action

Support residents and local businesses to reduce their carbon emissions. Continue to transform our own estate to deliver our carbon neutral commitments.



CO₂

COVID-19 recovery and renewal

Work with partners in the health and voluntary sectors to help our local business and residents respond, and ensure together, we are in a stronger position to meet the health, economic and social challenges of the future.



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 2022 business plan and the priorities of the council. The supporting 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 leadership risk and financial information. This provides an overview of the council's progress against its strategic priorities and delivery themes as set out earlier in this business plan.



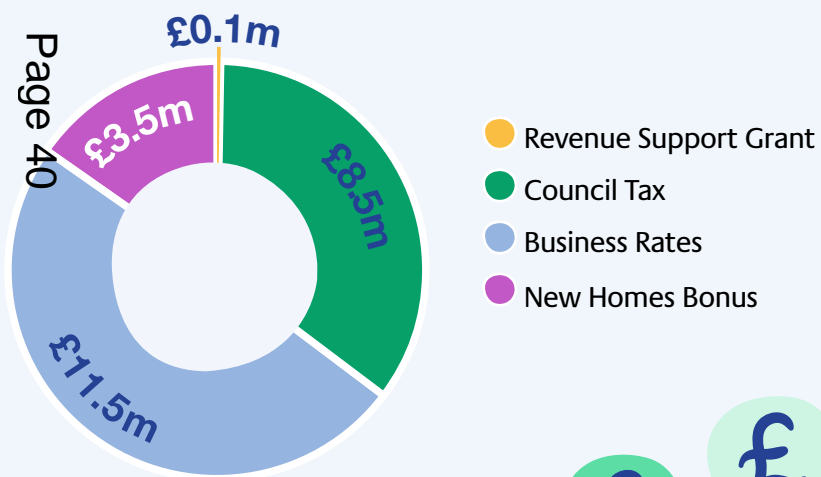
Council funding



Where our money comes from

Thirty six per cent of our funding for services comes directly from Council Tax, with the rest coming from the New Homes Bonus Scheme, Business Rates and Government Revenue Support Grant.

2022/23 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

Email: customer.service@cherwell-dc.gov.uk

Phone: 01295 227001

Find and email your ward councillor here: www.cherwell.gov.uk/find-member

Write:

Cherwell District Council
Customer Services
Bodicote House
Bodicote
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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 3 - Savings 2022/23

Figures are shown as an incremental, year on year change to the budget

Commercial development, assets and investments								
Reference	Existing or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTF5 (£m)
SAV2133a	Existing	Full year effect of establishing a joint CDC/Oxfordshire County Council Property Service by sharing resources and functions.	(0.076)	-	-	-	-	(0.076)
SAV2133b	Existing	Continuation of temporary reduced spend on utilities due to reduced occupancy in Bodicote House until 2023/24.	-	0.030	-	-	-	0.030
SAV2133d	Existing	Removal of planned LED lighting project at Bodicote House. This has been replaced with LED lighting projects across other properties.	(0.061)	0.120	-	-	-	0.059
SAV2139	Existing	Continued removal of time limited project review funding within Commercial Growth.	-	0.016	-	-	-	0.016
SAV2141	Existing	Minor fallout of time limited saving linked to post reduction within Commercial Growth.	0.002	0.002	0.001	0.001	0.001	0.007
SPROT221	New	Delete a vacant part-time post in the environmental services team which has been vacant since April 2021 and so should have no impact on current service provision	(0.022)	-	-	-	-	(0.022)
SCIVC221	New	Delete unused budget allocation within civic ceremonies	(0.001)	-	-	-	-	(0.001)
SDEMO225	New	Delete a vacant post within the democratic services team	(0.027)	-	-	-	-	(0.027)
SDEMO227	New	Stop the subscription to the Local Government Information Unit	(0.003)	-	-	-	-	(0.003)
SELEC221	New	Review of recharges to Parishes for CDC running Parish Elections	(0.002)	(0.002)	(0.001)	-	(0.002)	(0.007)
SLEGL223	New	Review of the budget for legal services has identified savings in the administration of information governance work	(0.005)	-	-	-	-	(0.005)
SCOMC221	New	Delete vacant assistant director post and reallocate work across existing resources	(0.069)	(0.017)	(0.001)	(0.001)	-	(0.088)
SPROC221	New	Reduce procurement posts	(0.012)	-	-	-	-	(0.012)
SINVP221	New	Increase rental income from commercial council properties through contractual lease reviews	(0.125)	(0.032)	0.074	0.020	(0.035)	(0.098)
SINVP222	New	Reduce business rate cost to the council for Franklin House (former customer services office) through letting the property	(0.012)	-	-	-	-	(0.012)
SPREV221	New	Reduce utility costs at the council's main office, Bodicote House	(0.032)	-	-	-	-	(0.032)
SPREV222	New	End the maintenance and repairs services contract and procure these services from Oxfordshire County Council when needed	(0.053)	-	-	-	-	(0.053)
SPREV226	New	Stop leasing the space for customer services at Exeter Hall, Kidlington	(0.007)	-	-	-	-	(0.007)
SCSAF222	New	Delete the vacant community safety manager post and replace with a shared management post with the county council	(0.042)	-	-	-	-	(0.042)
SENFO221	New	Delete vacant environmental enforcement assistant post	(0.033)	-	-	-	-	(0.033)
SENFO222	New	Stop providing dog fouling bags to residents	(0.005)	-	-	-	-	(0.005)
SSAFE221	New	Increase of income is expected from increased demand for regulatory services eg food hygiene training, food product certification	(0.020)	-	-	-	-	(0.020)
SSAFE222	New	Reduce administrative support, including deleting a vacant post and absorbing responsibilities across regulatory services	(0.028)	-	-	-	-	(0.028)
		Total	(0.633)	0.117	0.073	0.020	(0.036)	(0.459)

Customers, organisational development and resources								
Reference	Existing or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SAV2155	Existing	Fallout of one-off saving of temporarily holding vacant posts in Communications, Strategy and Insight.	0.021	-	-	-	-	0.021
SAV2172	Existing	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	(0.130)	-	-	-	-	(0.130)
SAV2198	Existing	Fallout of one-off reduction in contract costs.	0.114	-	-	-	-	0.114
SBTRA221	New	Stop contributing towards the running costs of a joint strategy and policy service and commission from the county council per job	(0.032)	-	-	-	-	(0.032)
SBTRA222	New	Reduce the supplies and services budget for research and corporate programme work	(0.008)	-	-	-	-	(0.008)
SCOMM221	New	Share the communications support role and costs with the county council	(0.016)	-	-	-	-	(0.016)
SCOMM222	New	Review externally provided website content support and make savings as part of a web and digital project with the county council	(0.010)	-	-	-	-	(0.010)
SCUST221	New	Remove the requirement for customer service advisors to wear uniforms	(0.005)	-	-	-	-	(0.005)
SLAND222	New	Increase the Con 29 land search fee, a form used to request information held by a local authority about a property	(0.016)	-	-	-	-	(0.016)
SASSU221	New	Reduce the costs of the internal audit contract	(0.007)	-	-	-	-	(0.007)
SFREV221	New	Reduce the cost of the revenues and benefits service now the service is being delivered by the council and no longer outsourced	(0.027)	(0.013)	-	-	-	(0.040)
SHUMR222	New	Reduce the equipment and IT equipment budget in line with previous year's usage	(0.002)	-	-	-	-	(0.002)
SHUMR223	New	Reduce the specialist support required to develop the HR and payroll management system	(0.006)	-	-	-	-	(0.006)
SHUMR224	New	Remove the budget no longer required for security services expenses	(0.001)	-	-	-	-	(0.001)
SHUMR225	New	Reduce computer software, licensing and maintenance costs within HR	(0.024)	-	-	-	-	(0.024)
SHUMR226	New	Remove the budget for professional HR subscriptions, which is no longer used	(0.005)	-	-	-	-	(0.005)
SHUMR227	New	Reduce council training budgets in HR made possible through increased access to online training and reduced travel costs	(0.040)	-	-	-	-	(0.040)
SITSI221	New	Raise additional income through joint project work, eg offering ICT technical expertise, with Oxfordshire County Council	(0.050)	-	-	-	-	(0.050)
		Total	(0.244)	(0.013)	-	-	-	(0.257)

Environment and place								
Reference	Existing or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SAV025	Existing	Increasing car parking charges	(0.005)	(0.100)	(0.045)	-	-	(0.150)
SAV2101b	Existing	Rental increase for affordable homes and shared ownership properties owned by the Council.	(0.095)	-	-	-	-	(0.095)
SAV2145	Existing	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.	(0.636)	(0.210)	(0.077)	-	-	(0.923)
SCARP221	New	Reduce car park management charges following the end of the current contract	(0.100)	-	-	-	-	(0.100)
SCARP222	New	Increase annual car parking charge of no more than 10p per hour	(0.066)	(0.100)	(0.100)	(0.100)	(0.100)	(0.466)
SCARP223	New	Remove external parking enforcement costs due to the introduction of civil parking enforcement	(0.037)	-	-	-	-	(0.037)
SENV221	New	Growth of income from business waste collection as the economy has reopened post COVID restrictions lifting	(0.020)	-	-	-	-	(0.020)
SSCEN221	New	Growth of income from market trading through more pitches being sold and more markets running	(0.035)	-	-	-	-	(0.035)
SWAST221	New	Reduce waste processing facility charges as a result of improved recycling material prices	(0.300)	-	-	-	-	(0.300)
SAFFH221	New	Prioritise the building of affordable and social housing through greater partnership work with registered providers and developers, shifting the emphasis away from direct delivery by the Council	(0.130)	(0.185)	-	-	-	(0.315)
SECON221	New	Reductions in cost of economic development due to vacancy management	(0.039)	-	-	-	-	(0.039)
SBCON221	New	Increase building control fees	(0.009)	(0.001)	(0.001)	(0.001)	(0.001)	(0.013)
SDMAN221	New	Reduce technical advisory costs for developments initially through the planning application process	(0.028)	-	-	-	-	(0.028)
SDMAN222	New	Reduce the budget for the use of external specialist advisors eg legal when handling planning applications and appeals.	(0.008)	-	-	-	-	(0.008)

SDMAN224	New	Increase income from planning performance agreements (used to agree and resource a process for considering major development proposals)	(0.025)	-	-	-	-	(0.025)
SDMAN225	New	Increase planning pre-application charges	(0.016)	(0.002)	(0.001)	(0.002)	(0.001)	(0.022)
		Total	(1.549)	(0.598)	(0.224)	(0.103)	(0.103)	(2.576)

Housing								
Reference	Existing or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SADHO224	New	Review housing service management costs	(0.033)	-	-	-	-	(0.033)
SHOST221	New	Review the housing service seeking to improve efficiencies in the service	(0.040)	-	-	-	-	(0.040)
SDEBT221	New	Review the debt and money advice contract to assess future options and cost reductions	(0.010)	(0.011)	-	-	-	(0.021)
SHIA221	New	Review service level agreement with Oxfordshire County Council on home improvement agency fees	(0.013)	-	-	-	-	(0.013)
SHIA222	New	Use the Disabled Facilities Grant to fund some minor works costs and reduce costs to the council. There is no impact on service provision.	(0.025)	-	-	-	-	(0.025)
SHOME221	New	Fund the connections outreach contract using the Homeless Prevention Grant (HPG) and reduce costs to the council. It is anticipated that the HPG will increase in 2022/23 compared to previous budget assumptions. There is no impact on service provision.	(0.045)	-	-	-	-	(0.045)
SHOME222	New	Fund the adult homeless pathway contribution, using HPG and reduce costs to the council. It is anticipated that the HPG will increase in 2022/23 compared to previous budget assumptions. There is no impact on service provision.	(0.063)	-	-	-	-	(0.063)
SHOME223	New	Fund our support for the Salvation Army from the HPG and reduce costs to the council. It is anticipated that the HPG will increase in 2022/23 compared to previous budget assumptions. There is no impact on service provision.	(0.010)	-	-	-	-	(0.010)
		Total	(0.239)	(0.011)	-	-	-	(0.250)

Wellbeing								
Reference	Existing or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SAV2117	Existing	Fallout of one-off reduction in the cost of the leisure contract linked to repairs and maintenance requirements.	0.400	-	-	-	-	0.400
SAV2123	Existing	Working with partners to make Stratfield Brake more accessible and need less subsidy to operate well.	(0.004)	-	-	-	-	(0.004)
SHEAL221	New	Secure grant income to support healthy place shaping activity	(0.010)	-	-	-	-	(0.010)
SCDEV221	New	Stop the annual increase in the base grant to The Mill Arts Centre	(0.010)	-	-	-	-	(0.010)
SCGRA221	New	Reduce administrative support for grants in line with a reduction in grant processing	(0.036)	-	-	-	-	(0.036)
SCPAR221	New	Remove vacant policy post in health and wellbeing	(0.017)	-	-	-	-	(0.017)
SCSBS221	New	Reduction in administrative support in the communities and leisure business support team	(0.009)	-	-	-	-	(0.009)
SLEIS221	New	Review long-term contract with the council's leisure provider and adjust the service offer to reduce annual costs.	(0.500)	-	-	-	-	(0.500)
SLEIS222	New	Reduce management fees for the operation of Woodgreen Leisure Centre	(0.030)	-	-	-	-	(0.030)
SMUSE221	New	Reduce the grant funding to the Banbury Museum Trust	-	-	(0.012)	(0.025)	(0.050)	(0.087)
SMUSE222	New	Reduce landscape maintenance costs, by requiring Banbury Museum Trust to fund this	(0.003)	-	-	-	-	(0.003)
SSDEV221	New	Increase grant funding through external applications for sports development outreach programmes reducing costs to the council	(0.010)	-	-	-	-	(0.010)
		Total	(0.229)	-	(0.012)	(0.025)	(0.050)	(0.316)

Corporate								
Reference	Existing or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SCORP221	New	Reduce business mileage	(0.013)	-	-	-	-	(0.013)
		Total	(0.013)	-	-	-	-	(0.013)
		Total Existing Savings	(0.470)	(0.142)	(0.121)	0.001	0.001	(0.731)
		Total New Savings	(2.437)	(0.363)	(0.642)	(0.109)	(0.189)	(3.140)
		Total Savings	(2.907)	(0.505)	(0.163)	(0.108)	(0.188)	(3.871)

Commercial development, assets and investments								
Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
UNAV2101	Existing	Fallout of one-off dilapidations budget pressure	(0.045)	-	-	-	-	(0.045)
SAV2190	Existing	Fallout of one-off pressure for Health and Safety Works relating to Council owned properties	(0.100)	-	-	-	-	(0.100)
GRW2106	Existing	Fallout of one-off pressure for the Canalside Development	(0.100)	-	-	-	-	(0.100)
SAV2193	Existing	Forecast change in rental incomes for Council owned properties	(0.213)	(0.090)	0.205	0.012	-	(0.086)
SAV2152	Existing	Fallout of one-off pressure for professional fees relating to marketing and letting of retail units at Castle Quay Waterfront	(0.250)	-	-	-	-	(0.250)
SAV2151, PCQUAY221	Existing and New	Forecast change in rental incomes for Castle Quay shopping centre.	(1.168)	(0.225)	(0.776)	0.371	-	(1.798)
SAV2173	Savings Non-Delivery	No longer replacing agency with contracted staff or increasing external income from developers.	0.050	-	-	-	-	0.050
PLEGL221	New	Deletion of income targets for externally charged legal services	0.193	-	-	-	-	0.193
PLEGL222	New	Additional spend on locums (legal)	0.146	-	-	-	-	0.146
PPCAP222	New	Dover Avenue garage complex - one-off cost of demolition	0.108	(0.108)	-	-	-	-
PPCAP223	New	Investigate council owned land for progression to planning consent in principle - one-off costs for feasibility	0.048	(0.048)	-	-	-	-
PCSAF221	New	Public Space CCTV monitoring and maintenance budget shortfall	0.017	-	-	-	-	0.017
		Total	(1.314)	(0.471)	(0.571)	0.383	-	(1.973)

Customers, organisational development and resources

Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFs (£m)
GRW011	Existing	Finance "Growing Our own"	(0.012)	-	-	-	-	(0.012)
GRW045	Existing	HR Apprentice	(0.012)	-	-	-	-	(0.012)
SAV2172	Savings Non-Delivery	Non-delivery of Digital & IT savings	0.112	-	-	-	-	0.112
SAV2188a	Savings Non-Delivery	Minor non-delivery of service redesign in the HR Transactional Team due to the roll out of i-Trent.	0.001	-	-	-	-	0.001
PCOMM221	New	Renewal of contract for community engagement business system	-	0.016	(0.001)	-	-	0.015
PPERF221	New	Funding for the council's performance management business system	-	-	0.010	-	-	0.010
PFCOS221	New	Increased Insurance costs	0.050	-	-	-	-	0.050
PFREV221	New	Additional Housing Benefit Subsidy costs to the Council due to the errors identified in processing claims	0.196	0.004	(0.200)	-	-	-
PFSUP221	New	Increase in the Finance Department staffing capacity	0.091	-	-	-	-	0.091
PHUMR221	New	Loss of income due to contract for Human Resources service provision ending with other local authority	0.045	-	-	-	-	0.045
PITSI221	New	Loss of income due to contract for ICT service provision ending with other local authority	0.378	-	-	-	-	0.378
		Total	0.849	0.020	(0.191)	-	-	0.678

Environment and place

Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFs (£m)
GRW033	Existing	Fallout of time limited funding for the Kidlington Masterplan Delivery Project	(0.050)	-	-	-	-	(0.050)
GRW002	Existing	Growth Deal - Year 3 CDC Plan Resourcing	0.002	(0.321)	-	-	-	(0.319)
GRW013	Existing	Increase in Waste Collection crew required due to district growth.	-	0.170	-	-	-	0.170
SAV2144	Savings Non-Delivery	Lower than anticipated car parking income	0.294	-	-	-	-	0.294
	New	Subscriptions	0.054	-	-	-	-	0.054
PCARP222	New	Increase in business rates charges for the council's car parks	0.107	-	-	-	-	0.107
PSCEN221	New	Contribution towards AJ Bell Women's Cycling Tour in 2022/23	0.030	(0.030)	-	-	-	-
PWAST223	New	Increasing fuel costs	0.073	-	-	-	-	0.073
PAFFH221	New	Increase in budget to reflect the full costs of the rent collection contract	0.015	-	-	-	-	0.015
PAFFH222	New	Increase in budget to reflect the on-call costs of staff	0.010	-	-	-	-	0.010
PAFFH223	New	Additional repairs and maintenance funding is required to cover recent additional increases in costs relating to building labour and materials	0.006	-	-	-	-	0.006

PDMAN223	New	Investment in development management to support service delivery due to increased demand	0.115	(0.050)	-	-	-	0.065
		Total	0.656	(0.231)	-	-	-	0.425

Housing

Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SAV2112	Savings Non-Delivery	Ensure that civil penalties are rigorously imposed and recovered in all appropriate cases in order that income is maximised.	0.009	-	-	-	-	0.009
PHOSD221	New	Anticipated reduced income from housing enforcement fines	0.030	-	-	-	-	0.030
		Total	0.039	-	-	-	-	0.039

Wellbeing

Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
GRW028	Existing	Fallout of temporary Social Prescribing funding of the Community Connect Programme	(0.022)	-	-	-	-	(0.022)
GRW030	Existing	Fallout of time limited funding for the Mill Arts trust Centre	(0.030)	-	-	-	-	(0.030)
GRW026	Existing	Fallout of time limited funding for the FAST Programme - Wellbeing Service	-	(0.027)	-	-	-	(0.027)
PLEIS221	New	Increase in utility costs	0.035	-	-	(0.035)	-	-
PMEMB221	New	Loss of income from administering the member priority fund	0.023	-	-	-	-	0.023
PMUSE221	New	Inflationary increase in the grant the council pays to the Banbury museum	0.010	-	-	-	-	0.010
		Total	0.016	(0.027)	-	(0.035)	-	(0.046)

Exec Matters

Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
UNAV2105	Existing	Fallout of time limited funding for Housing and Growth Deal contribution	-	(0.052)	-	-	-	(0.052)
		Total	-	(0.052)	-	-	-	(0.052)

Policy Contingency

Reference	Existing, Savings Non-Delivery, or New	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SAV21100	Existing	Fallout of one-off contingency for additional costs to compensate leisure for not being able to run at capacity due to Covid-19 restrictions.	(0.700)	-	-	-	-	(0.700)
SAV2178	Existing	Fallout of one-off contingency for lower planning application and pre-application fee income	(0.275)	-	-	-	-	(0.275)
UNAV2106	Existing	Fallout of one-off contingency for Redundancy and Pension Fund Strain contributions	(0.250)	-	-	-	-	(0.250)
LCTS	Existing	Fallout of one-off Harship Fund grant support	(0.159)	-	-	-	-	(0.159)
		Total	(1.384)	-	-	-	-	(1.384)
		Total Existing Pressures	(3.384)	(0.619)	0.370	0.012	-	(3.621)
		Total Savings Non-Delivery	0.466	-	-	-	-	0.466
		Total New Pressures	1.780	(0.142)	(1.132)	0.336	-	0.842
		Total Pressures	(1.138)	(0.761)	(0.762)	0.348	-	(2.313)

Appendix 5 - Budget Summary

Directorate	Expenditure									Income							Net Expenditure	
	Employee Costs	Premises Related Expenditure	Transport Related Expenditure	Supplies and Services	Third Party Payments	Transfer Payments	Capital Charges	Capital Financing	Total Expenditure	Customer and Client Receipts	Fees and Charges	Rental Income	Government Grant Income	Other Grants and Reimbursements	Interest Income	Recharges to Other Accounts		Income total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
CDA&I	2.899	1.053	0.047	1.049	1.664	-	-	-	6.712	(0.127)	(0.527)	(6.097)	-	(0.339)	-	-	(7.088)	(0.377)
CODR	6.268	0.164	0.109	1.210	0.335	25.196	-	-	33.282	-	(1.150)	-	(25.335)	(0.284)	-	-	(26.769)	6.513
Environment and Place	11.189	2.058	1.649	1.204	1.876	-	-	-	17.975	(0.608)	(6.967)	(1.599)	-	(1.920)	-	(0.736)	(11.830)	6.145
Housing	1.467	-	0.011	2.489	0.044	-	-	-	4.011	-	(0.201)	(0.014)	(1.934)	(0.211)	-	-	(2.361)	1.651
Wellbeing	1.308	0.102	0.012	0.900	0.922	-	-	-	3.245	(0.046)	(0.543)	-	-	(0.966)	-	-	(1.555)	1.690
Services Sub-total	23.130	3.376	1.829	6.853	4.841	25.196	-	-	65.225	(0.781)	(9.387)	(7.710)	(27.269)	(3.721)	-	(0.736)	(49.604)	15.622
Corporate Costs	0.025	-	(0.012)	-	0.773	1.899	5.268	2.309	10.262	-	-	-	(1.540)	-	(4.685)	0.203	(6.022)	4.240
Policy Contingency	-	-	-	-	3.630	-	-	-	3.630	-	-	-	-	-	-	-	-	3.630
Net Cost of Services	23.156	3.376	1.817	6.853	9.244	27.095	5.268	2.309	79.118	(0.781)	(9.387)	(7.710)	(28.809)	(3.721)	(4.685)	(0.533)	(55.626)	23.492

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Planning

Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Planning Application fees					
1. Erection of dwellings					
(1) Where the application is for outline planning permission and:					
(a) Site does not exceed 2.5 hectares (£462 per 0.1 Ha) (No VAT)	£462.00	£462.00	£0.00	0.0%	Statutory
(b) Site exceed 2.5 hectares (£11,432; and an additional £138 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £150,000) (No VAT)	£11,432.00	£11,432.00	£0.00	0.0%	Statutory
1A) Where the application is for permission in principle (£402 for each 0.1 hectare of the site area) (No VAT)	£402.00	£402.00	£0.00	0.0%	Statutory
(2) In other cases:					
(a) Where the number of dwellinghouses to be created by the development is 50 or fewer (£462 for each dwellinghouse) (No VAT)	£462.00	£462.00	£0.00	0.0%	Statutory
(b) Where the number of dwellinghouses to be where the number of dwellinghouses to be created by the development exceeds 50 (£22,859; and an additional £138 for each dwellinghouse in excess of 50 dwellinghouses, subject to a maximum in total of £300,000) (No VAT)	£22,859.00	£22,859.00	£0.00	0.0%	Statutory
2. The erection of buildings					
(1) Where the application is for outline planning permission and:					
(a) The site area does not exceed 2.5 hectares (£462 for each 0.1 hectare of the site area) (No VAT)	£462.00	£462.00	£0.00	0.0%	Statutory
(b) The site area exceeds 2.5 hectares (£11,432; and an additional £138 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £150,000) (No VAT)	£11,432.00	£11,432.00	£0.00	0.0%	Statutory
1A) Where the application is for permission in principle (£402 for each 0.1 hectare of the site area) (No VAT)	£402.00	£402.00	£0.00	0.0%	Statutory
(2) In other cases:					
(a) Where no floor space is to be created by the development (No VAT)	£234.00	£234.00	£0.00	0.0%	Statutory
(b) Where the area of gross floor space to be created by the development does not exceed 40 square metres (No VAT)	£234.00	£234.00	£0.00	0.0%	Statutory
(c) where the area of the gross floor space to be created by the development exceeds 40 square metres, but does not exceed 75 square metres (No VAT)	£462.00	£462.00	£0.00	0.0%	Statutory
(d) where the area of the gross floor space to be created by the development exceeds 75 square metres, but does not exceed 3750 square metres (for each 75 square metres of that area) (No VAT)	£462.00	£462.00	£0.00	0.0%	Statutory
(e) where the area of gross floor space to be created by the development exceeds 3750 square metres. Additional £138 for each 75 square metres in excess of 3750 square metres, subject to a maximum in total of £300,000	£22,859.00	£22,859.00	£0.00	0.0%	Statutory

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
3. The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes.					
(1) where the application is for outline planning permission and:					
(a) the site area does not exceed 2.5 hectares. Per each 0.1 hectare of the site area	£462.00	£462.00	£0.00	0.0%	Statutory
(b) the site area exceeds 2.5 hectares. Additional £138 for each additional hectare additional 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £150,000	£11,432.00	£11,432.00	£0.00	0.0%	Statutory
(1A) Where the application is for permission in principle. Per each 0.1 hectare of the site area.	£402.00	£402.00	£0.00	0.0%	Statutory
(2) In other cases:					
(a) where the area of gross floor space to be created by the development does not exceed 465 square metres	£96.00	£96.00	£0.00	0.0%	Statutory
(b) where the area of gross floor space to be created by the development exceeds 465 square metres but does not exceed 540 square metres	£462.00	£462.00	£0.00	0.0%	Statutory
(c) where the area of the gross floor space to be created by the development exceeds 540 square metres but does not exceed 4215 square metres. Additional £462 for each 75 square metres in excess of 540 square metres	£462.00	£462.00	£0.00	0.0%	Statutory
(d) where the area of gross floor space to be created by the development exceeds 4215 square metres. Additional £138 for each 75 square metres in excess of 4215 square metres, subject to a maximum in total of £300,000.	£22,859.00	£22,859.00	£0.00	0.0%	Statutory
4. The erection of glasshouses on land used for the purposes of agriculture.					
(1) Where the area of gross floor space to be created by the development does not exceed 465 square metres	£96.00	£96.00	£0.00	0.0%	Statutory
(2) where the area of gross floor space to be created by the development exceeds 465 square metres	£2,580.00	£2,580.00	£0.00	0.0%	Statutory
5. The erection, alteration or replacement of plant or machinery.					
(1) Where the site area does not exceed 5 hectares. Per each 0.1 hectare of the site area	£462.00	£462.00	£0.00	0.0%	Statutory
(2) where the site area exceeds 5 hectares. Additional £138 for each 0.1 hectare in excess of 5 hectares, subject to a maximum in total of £300,000.	£22,859.00	£22,859.00	£0.00	0.0%	Statutory
6. The enlargement, improvement or other alteration of existing dwellinghouses.					
(1) Where the application relates to one dwellinghouse.	£206.00	£206.00	£0.00	0.0%	Statutory
(2) where the application relates to two or more dwellinghouses	£407.00	£407.00	£0.00	0.0%	Statutory
7. The carrying out of operations (including the erection of a building) within the curtilage of an existing dwellinghouse, for purposes ancillary to the enjoyment of the dwellinghouse as such, or the erection or construction of gates, fences, walls or other means of enclosure along a boundary of the curtilage of an existing dwellinghouse.					
	£206.00	£206.00	£0.00	0.0%	Statutory
8. The construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land.					
	£234.00	£234.00	£0.00	0.0%	Statutory
9. The carrying out of any operations connected with exploratory drilling for oil or natural gas.					
(1) Where the site area does not exceed 7.5 hectares, £385 £423 £508 for each 0.1 hectare of the site area;	£508.00	£508.00	£0.00	0.0%	Statutory
(2) where the site area exceeds 7.5 hectares. Additional £151 for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £300,000	£38,070.00	£38,070.00	£0.00	0.0%	Statutory
9A. The carrying out of any operations for the winning and working of oil or natural gas.					
Where the site area:					
(a) does not exceed 15 hectares. Per each 0.1 hectare of the site area	£257.00	£257.00	£0.00	0.0%	Statutory
(b) exceeds 15 hectares. Additional £151 for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £78,000.	£38,520.00	£38,520.00	£0.00	0.0%	Statutory

Planning

Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
10. The carrying out of any operations not coming within any of the above categories.					
(1) In the case of operations for the winning and working of minerals:					
(a) where the site area does not exceed 15 hectares. Per each 0.1 hectare of the site area	£234.00	£234.00	£0.00	0.0%	Statutory
(b) where the site area exceeds 15 hectares. Additional £138 for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £78,000	£34,934.00	£34,934.00	£0.00	0.0%	Statutory
(2) in any other case. Per each 0.1 hectare of the site area, subject to a maximum in total of £2,028	£234.00	£234.00	£0.00	0.0%	Statutory
11. The change of use of a building to use as one or more separate dwellinghouses.					
(1) Where the change of use is from a previous use as a single dwellinghouse to use as two or more single dwellinghouses:					
(a) where the change of use is to use as 50 or fewer dwellinghouses, for each additional dwellinghouse	£462.00	£462.00	£0.00	0.0%	Statutory
(b) where the change of use is to use as more than 50 dwellinghouses. Additional £138 for each dwellinghouse in excess of 50 dwellinghouses, subject to a maximum in total of £300,000	£22,859.00	£22,859.00	£0.00	0.0%	Statutory
(2) in all other cases:					
(a) where the change of use is to use as 50 or fewer dwellinghouses, for each dwellinghouse	£462.00	£462.00	£0.00	0.0%	Statutory
(b) where the change of use is to use as more than 50 dwellinghouses. Additional £138 for each dwellinghouse in excess of 50 dwellinghouses, subject to a maximum in total of £300,000	£22,859.00	£22,859.00	£0.00	0.0%	Statutory
12. The use of land for:					
(a) the disposal of refuse or waste materials;					
(b) the deposit of material remaining after minerals have been extracted from land; or					
(c) the storage of minerals in the open.					
(1) Where the site area does not exceed 15 hectares, for each 0.1 hectare of the site area	£234.00	£234.00	£0.00	0.0%	Statutory
(2) where the site area exceeds 15 hectares, an additional £138 for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £78,000	£34,934.00	£34,934.00	£0.00	0.0%	Statutory
13. The making of a material change in the use of a building or land	£462.00	£462.00	£0.00	0.0%	Statutory
Fees for Advertisements					
1. Advertisements displayed externally on business premises, the forecourt of business premises or other land within the curtilage of business premises, wholly with reference to all or any of the following matters: (a) the nature of the business or other activity carried on on the premises; (b) the goods sold or the services provided on the premises; or (c) the name and qualifications of the person carrying on such business or activity or supplying such goods or services.	£132.00	£132.00	£0.00	0.0%	Statutory
2. Advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of, business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site.	£132.00	£132.00	£0.00	0.0%	Statutory
3. All other advertisements.	£462.00	£462.00	£0.00	0.0%	Statutory
Lawful Development Certificate					
Application for a certificate to establish the lawfulness of an existing land-use, or of development already carried out. Same as Planning Application fee for that use or operation.			£0.00	0.0%	Statutory
Application for a certificate to establish that it was lawful not to comply with a particular condition or other limitation imposed on a planning permission.	£234.00	£234.00	£0.00	0.0%	Statutory
Application for a certificate to state that a proposed use would be lawful. Half as Planning Application fee for that use or operation.			£0.00	0.0%	Statutory

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Prior Approval					
Construction of new dwellinghouses:					
(a) Not more than 50 dwellinghouses. Per dwelling	£334.00	£334.00	£0.00	0.0%	Statutory
(b) More than 50 dwellinghouses, additional £100 for each dwellinghouse to maximum fee of £300,000	£16,525.00	£16,525.00	£0.00	0.0%	Statutory
Enlargement of a dwellinghouse by construction of additional storeys	£96.00	£96.00	£0.00	0.0%	Statutory
Agricultural and Forestry buildings & operations	£96.00	£96.00	£0.00	0.0%	Statutory
Demolition of buildings	£96.00	£96.00	£0.00	0.0%	Statutory
Communications	£462.00	£462.00	£0.00	0.0%	Statutory
Change of Use of a building and any land. £206 if it includes building operations in connection with the change of use	£96.00	£96.00	£0.00	0.0%	Statutory
Erection, extension, or alteration of a university building	£96.00	£96.00	£0.00	0.0%	Statutory
Reserved Matters					
Application for approval of reserved matters following outline approval. Sum equal to approval of all the reserved matters, subject to minimum.	£462.00	£462.00	£0.00	0.0%	Statutory
Approval/Variation/Discharge of Condition					
Application for removal or variation of a condition following grant of planning permission	£234.00	£234.00	£0.00	0.0%	Statutory
Request to discharge one or more planning conditions (Householder)	£34.00	£34.00	£0.00	0.0%	Statutory
Request to discharge one or more planning conditions (Non Householder)	£116.00	£116.00	£0.00	0.0%	Statutory
Application for a non-material amendment following a grant of planning permission					
(a) Applications in respect of householder developments	£34.00	£34.00	£0.00	0.0%	Statutory
(b) Applications in respect of other developments	£234.00	£234.00	£0.00	0.0%	Statutory

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Pre-Application Charges					
The Council has reviewed its pre-application offer to ensure that we continue to offer a suitable avenue for prospective applicants to obtain feedback on their proposals before making a formal application, at a fee that reflects the impact it has on our resources. The variation of the fee structure outlined below will ensure that proportionate fees will be charged so that this service is appropriately funded.					
Category A (Householder)					
Prior charging structure					
Site Visit + Written Advice	£80.00	N/A	N/A	N/A	Discretionary
Follow up requests	£60.00	N/A	N/A	N/A	Discretionary
Site Visit + Meeting + Written Advice	£100.00	N/A	N/A	N/A	Discretionary
Follow up requests	£80.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Written Advice only (Desktop Assessment)	N/A	£150.00	N/A	N/A	Discretionary
Category B (1-9 Dwellings)					
Prior charging structure					
Written Advice and Site Visit - 1 Dwelling	£150.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - 2nd Dwelling	£100.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Thereafter additional dwellings (per dwelling)	£60.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - 1 Dwelling - Follow-up Requests	£100.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice - 2nd Dwelling - Follow-up Requests	£70.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Thereafter additional dwellings (per dwelling) - Follow-up Requests	£40.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - 1 Dwelling	£160.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - 2nd Dwelling	£110.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Thereafter additional dwellings (per dwelling)	£65.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - 1 Dwelling - Follow-up Requests	£110.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - 2nd Dwelling - Follow-up Requests	£80.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Thereafter additional dwellings (per dwelling) - Follow-up Requests	£45.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice - 1 Dwelling	N/A	£382.50	N/A	N/A	Discretionary
Meeting and Written Advice - Per each additional dwelling	N/A	£75.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel)	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary
Category C (10-99 dwellings)					
Prior charging structure					
Written Advice and Site Visit - Per Dwelling	£33.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Minimum	£900.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Maximum	£2,333.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up Requests	£40.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up Requests - Minimum	£600.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up Requests - Maximum	£1,400.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Per dwelling	£65.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Minimum	£975.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Maximum	£2,500.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up requests (per dwelling)	£45.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Minimum	£675.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Maximum	£1,575.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice - 10 dwellings	N/A	£1,000.00	N/A	N/A	Discretionary
Meeting and Written Advice - Per additional dwelling	N/A	£30.00	N/A	N/A	Discretionary
Meeting and Written Advice - Maximum	N/A	£4,500.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel)	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Category D (250+ Dwellings)					
Minimum Charge	£3,000.00	£5,000.00	£2,000.00	66.7%	Discretionary
Prior charging structure					
Officer hourly rate after first 30 hours	£100.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Officer hourly rate after first 30 hours (collective input of all officers) - Planning Officer	£100.00	£85.00	-£15.00	-15.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Senior Planning Officer	£100.00	£100.00	£0.00	0.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Principal Planning Officer	£100.00	£120.00	£20.00	20.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Team Leader	£100.00	£135.00	£35.00	35.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Senior Manager	£100.00	£150.00	£50.00	50.0%	Discretionary
Category E (Hotels, HMOs, Communal housing of elderly & disabled)					
Prior charging structure					
Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher)	£95.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Minimum	£190.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Maximum	£2,375.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Follow-up request	£65.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Follow-up request - Minimum	£150.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Follow-up request - Maximum	£1,625.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher)	£100.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Minimum	£200.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Maximum	£2,500.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Follow-up requests	£70.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Follow-up requests - Minimum	£160.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Follow-up requests - Maximum	£1,750.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice - Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher)	N/A	£120.00	N/A	N/A	Discretionary
Meeting and Written Advice Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Minimum	N/A	£360.00	N/A	N/A	Discretionary
Meeting and Written Advice Per 100 sqm of building/0.1 hectare of site area (whichever fee is the higher) - Maximum	N/A	£4,500.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excludes written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary

Planning

Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Category F (Listed building and Conservation Area advice)					
Prior charging structure					
Written Advice and Site Visit	£80.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£60.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£100.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£80.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Bespoke charge agreed in advance based on agreed assumptions on hourly rate for officer(s)					
Officer hourly rate - Conservation Officer	N/A	£65.00	N/A	N/A	Discretionary
Officer hourly rate - Senior Conservation Officer	N/A	£85.00	N/A	N/A	Discretionary
Officer hourly rate - Manager	N/A	£125.00	N/A	N/A	Discretionary
Site Visit (Set charge in addition to hourly rate)	N/A	£80.00	N/A	N/A	Discretionary
Category G - Shopfronts					
Prior charging structure					
Written Advice and Site Visit	£80.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£60.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£100.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£80.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Written Advice only (Desktop Assessment)	N/A	£150.00	N/A	N/A	Discretionary
Category H - Advertisements					
Prior charging structure					
Written Advice and Site Visit	£50.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£40.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£70.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£60.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Written Advice only (Desktop Assessment)	N/A	£150.00	N/A	N/A	Discretionary
Category I (Telecommunications)					
Prior charging structure					
Written Advice and Site Visit	£200.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£150.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£250.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£200.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Written Advice only (Desktop Assessment)	N/A	£150.00	N/A	N/A	Discretionary
Category J (Agricultural, forestry & glasshouse devt – less than 465 sqm)					
Prior charging structure					
Written Advice and Site Visit	£40.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£30.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£60.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£50.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Written Advice only (Desktop Assessment)	N/A	£150.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excludes written response	N/A	£200.00	N/A	N/A	Discretionary

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Category K (Agricultural, forestry & glasshouse devt – more than 465 sqm)					
Prior charging structure					
Written Advice and Site Visit - Up to 540 sqm	£150.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request - Up to 540 sqm	£100.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Up to 540 sqm	£180.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request - Up to 540 sqm	£130.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Thereafter each 75 sqm	£100.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request - Thereafter each 75 sqm	£80.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Thereafter each 75 sqm	£100.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request - Thereafter each 75 sqm	£80.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice - Up to 540 sqm	N/A	£200.00	N/A	N/A	Discretionary
Meeting and Written Advice - Per each additional 75 sqm (or part thereof)	N/A	£120.00	N/A	N/A	
Site Visit (Set charge for 1 officer for 2 hours inc travel), excludes written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary
Category L (Change of use of land to equestrian)					
Prior charging structure					
Written Advice and Site Visit	£150.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£110.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£200.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£160.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Written Advice only (Desktop Assessment)	N/A	£150.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excludes written response	N/A	£200.00	N/A	N/A	Discretionary
Meeting - Bespoke charge based on agreed assumptions on hourly rate for officer(s)	N/A	£0.00	N/A	N/A	Discretionary
Officer hourly rate - Planning Officer	N/A	£85.00	N/A	N/A	Discretionary
Officer hourly rate - Senior Planning Officer	N/A	£100.00	N/A	N/A	Discretionary
Officer hourly rate - Principal Planning Officer	N/A	£120.00	N/A	N/A	Discretionary
Officer hourly rate - Team Leader	N/A	£135.00	N/A	N/A	Discretionary
Officer hourly rate - Senior Manager	N/A	£150.00	N/A	N/A	Discretionary
Category M (Anemometer masts or single wind turbines of less than 100 m in height)					
Prior charging structure					
Written Advice and Site Visit	£400.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£350.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£500.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£450.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice	N/A	£600.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excludes written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Category N (Wind and solar farm developments)					
Minimum charge	£3,000.00	£4,000.00	£1,000.00	33.3%	Discretionary
Prior charging structure					
Officer hourly rate after first 30 hours	£100.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Officer hourly rate after first 30 hours (collective input of all officers) - Planning Officer	£100.00	£85.00	-£15.00	-15.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Senior Planning Officer	£100.00	£100.00	£0.00	0.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Principal Planning Officer	£100.00	£120.00	£20.00	20.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Team Leader	£100.00	£135.00	£35.00	35.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Senior Manager	£100.00	£150.00	£50.00	50.0%	Discretionary
Category O (Other developments inc change of use: floorspace less than 200 sqm and the site area is less than 0.1 hectares)					
Prior charging structure					
Written Advice and Site Visit	£150.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£110.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£200.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£160.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice	N/A	£200.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excluding written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary
Category P (Other developments inc change of use: floorspace less than 1000 sqm and the site area is less than 0.5 hectares)					
Prior charging structure					
Written Advice and Site Visit	£300.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£250.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£375.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£325.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice	N/A	£350.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excluding written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary
Category Q (Other developments inc change of use: floorspace less than 5000 sqm and the site area is less than 1 hectare)					
Prior charging structure					
Written Advice and Site Visit	£1,000.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£800.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£1,250.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£1,050.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice	N/A	£1,500.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excluding written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary
Category R (Other developments inc change of use: floorspace less than 10000 sqm and the site area is less than 2 hectares)					
Prior charging structure					
Written Advice and Site Visit	£2,000.00	N/A	N/A	N/A	Discretionary
Written Advice and Site Visit - Follow-up request	£1,500.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit	£2,500.00	N/A	N/A	N/A	Discretionary
Meeting and Written Advice and Site Visit - Follow-up request	£2,000.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Meeting and Written Advice	N/A	£2,750.00	N/A	N/A	Discretionary
Site Visit (Set charge for 1 officer for 2 hours inc travel), excluding written response	N/A	£200.00	N/A	N/A	Discretionary
Follow-up Written Clarification	N/A	£150.00	N/A	N/A	Discretionary

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Category S (Other developments inc change of use: floorspace more than 10000 sqm and the site area is more than 2 hectares)					
Meeting and Written Advice	£3,000.00	£4,000.00	£1,000.00	33.3%	Discretionary
Prior charging structure					
Officer hourly rate after first 30 hours	£100.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Officer hourly rate after first 30 hours (collective input of all officers) - Planning Officer	£100.00	£85.00	-£15.00	-15.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Senior Planning Officer	£100.00	£100.00	£0.00	0.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Principal Planning Officer	£100.00	£120.00	£20.00	20.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Team Leader	£100.00	£135.00	£35.00	35.0%	Discretionary
Officer hourly rate after first 30 hours (collective input of all officers) - Senior Manager	£100.00	£150.00	£50.00	50.0%	Discretionary
Category T (Written requests for information)					
Prior charging structure					
Set fee	£250.00	N/A	N/A	N/A	Discretionary
Revised charging structure					
Bespoke charge based on levels of officer input with minimum of £300 (ex VAT)	N/A	£300.00	N/A	N/A	Discretionary
Officer hourly rate - Officer	N/A	£65.00	N/A	N/A	Discretionary
Officer hourly rate - Senior Officer	N/A	£85.00	N/A	N/A	Discretionary
Officer hourly rate - Principal Officer	N/A	£100.00	N/A	N/A	Discretionary
Category U (Parish/Town Council developments and other exemptions)					
Fee	£0.00	£0.00	£0.00	0.0%	Discretionary
Planning Performance Agreements					
Setting up PPA (Administration charge)	N/A	£500.00	N/A	N/A	Discretionary
Meetings (assumptions on hourly rate of officer preparation, attendance and follow-up) plus set, per meeting, administration charge of (£72 inc VAT)	N/A	£60.00	N/A	N/A	Discretionary
Officer hourly rate - Planning Officer	£100.00	£85.00	-£15.00	-15.0%	Discretionary
Officer hourly rate - Senior Planning Officer	£100.00	£100.00	£0.00	0.0%	Discretionary
Officer hourly rate - Principal Planning Officer	£100.00	£120.00	£20.00	20.0%	Discretionary
Officer hourly rate - Team Leader	£100.00	£135.00	£35.00	35.0%	Discretionary
Officer hourly rate - Senior Manager	£100.00	£150.00	£50.00	50.0%	Discretionary
Officer hourly rate - Assistant Director	£100.00	£190.00	£90.00	90.0%	Discretionary
Development Monitoring					
Registration charge for S106 agreements (per agreement)	N/A	£500.00	N/A	N/A	Discretionary
S73 Variations, linking agreements and modifications - Bespoke charge	N/A	£0.00	N/A	N/A	Discretionary
Less than 10 dwellings and/or 1,000sqm of floorspace) - Bespoke charge based on number of obligations and triggers with minimum of £500 (exc VAT)	N/A	£500.00	N/A	N/A	Discretionary
10 - 100 dwellings and/or 1,000 - 10,000sqm of floorspace) - Bespoke charge based on number of obligations and triggers with minimum of £1,000 (exc VAT)	N/A	£1,000.00	N/A	N/A	Discretionary
100 - 250 dwellings units and/or 10,000 - 75,000sqm of floorspace - Bespoke charge based on number of obligations and triggers with minimum of £5,000 (exc VAT)	N/A	£5,000.00	N/A	N/A	Discretionary
251+ dwellings units and/or 75,001sqm+ of floorspace - Bespoke charge based on number of obligations and triggers with minimum of £10,000 (exc VAT)	N/A	£10,000.00	N/A	N/A	Discretionary
Desktop records check and guidance on compliance issued via email (per request)	N/A	£200.00	N/A	N/A	Discretionary
Fee for remedial inspections for on-site provisions (Monitoring officer only)	N/A	£200.00	N/A	N/A	Discretionary

Planning					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
High Hedges					
Application fee for High hedges complaint	£300.00	£396.00	£96.00	32.0%	Discretionary
Planning Enforcement					
Confirmation of closure of enforcement case where it was found not expedient to take action (available for a 12-month period following closure of the case)	N/A	£85.00	N/A	N/A	Discretionary
Confirmation that an Enforcement Notice had been complied with	N/A	£200.00	N/A	N/A	Discretionary
Request to withdraw enforcement notice	N/A	£200.00	N/A	N/A	Discretionary
Supplementary Fees					
Administration charges for invalid submissions not made valid.					
Householder, Minor and Other applications with no planning officer input	N/A	£40.00	N/A	N/A	Discretionary
Major Applications and applications where officer input required	N/A	£90.00	N/A	N/A	Discretionary

Building control					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
New Dwellings					
1 Dwelling	£750.00	£775.00	£25.00	3.3%	Discretionary
2 Dwellings	£1,000.00	£1,050.00	£50.00	5.0%	Discretionary
3 Dwellings	£1,250.00	£1,300.00	£50.00	4.0%	Discretionary
4 Dwellings	£1,400.00	£1,450.00	£50.00	3.6%	Discretionary
5 Dwellings	£1,600.00	£1,650.00	£50.00	3.1%	Discretionary
Other New Builds					
New Garage <40m2	£300.00	£315.00	£15.00	5.0%	Discretionary
New Garage 40m2 - 60m2	£380.00	£395.00	£15.00	3.9%	Discretionary
Extensions					
Extn<10m2	£350.00	£360.00	£10.00	2.9%	Discretionary
Extn 10m2-40m2	£550.00	£570.00	£20.00	3.6%	Discretionary
Extn 40m2-80m2	£650.00	£675.00	£25.00	3.8%	Discretionary
Conversions					
Garage Conversion	£300.00	£310.00	£10.00	3.3%	Discretionary
Loft conversion <80m2	£500.00	£525.00	£25.00	5.0%	Discretionary
Loft Conversion 80m2-100m2	£550.00	£570.00	£20.00	3.6%	Discretionary
Miscellaneous Works					
Underpinning	£350.00	£360.00	£10.00	2.9%	Discretionary
Up to 6 doors/windows	£130.00	£135.00	£5.00	3.8%	Discretionary
Each additional door/window	£15.00	£20.00	£5.00	33.3%	Discretionary
Heating Appliance	£150.00	£200.00	£50.00	33.3%	Discretionary
Electrical Appliance	£500.00	£525.00	£25.00	5.0%	Discretionary
Thermal upgrade	£180.00	£200.00	£20.00	11.1%	Discretionary
Up tp 6 Solar Panels	£500.00	£525.00	£25.00	5.0%	Discretionary
Based on Construction Value					
0-£10K	£300.00	£310.00	£10.00	3.3%	Discretionary
£10K-£40K	£480.00	£500.00	£20.00	4.2%	Discretionary
£40K-£100K	£720.00	£750.00	£30.00	4.2%	Discretionary
Building notice supplement	10%	10%	£0.00	0.0%	Discretionary
Supplementary Fees					
Additional Visits	£65.00	£65.00	£0.00	0.0%	Discretionary
Copies of Certificates	£40.00	£40.00	£0.00	0.0%	Discretionary
Reopening applications after less than 3 years	£50.00	£50.00	£0.00	0.0%	Discretionary
Reopening applications after more than 3 years	£100.00	£100.00	£0.00	0.0%	Discretionary

Land Drainage					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Consent Application fee	£50.00	£50.00	£0.00	0.0%	Statutory

Street Naming and Numbering					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Assigning official address's to properties	£30.00	£35.00	£5.00	16.7%	Discretionary

Environmental Services					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Special Collections					
Special Collections - Clearout (Garden waste or waste package)	£60.00	£65.00	£5.00	8.3%	Discretionary
Special Collections - Any (3 Items Collected)	£24.99	£26.99	£2.00	8.0%	Discretionary
New: Special Collection - 1 item	£9.99	£9.99	£0.00	0.0%	Discretionary
New: Special Collection - 1 large item	£14.99	£14.99	£0.00	0.0%	Discretionary
Special Collections - Any (3 Items Collected) During Blitz	£15.00	£15.00	£0.00	0.0%	Discretionary
Bins and Waste Sacks					
Blue & Brown Wheeled Bins	£30.00	£30.00	£0.00	0.0%	Discretionary
240L Additional Green Bin - Annual Charge	£100.00	£105.00	£5.00	5.0%	Discretionary
Bundles of 25 Trade Waste Sacks	£60.00	£62.50	£2.50	4.2%	Both Statutory and Discretionary elements
Bundles of 25 Trade Recycling Sacks	£45.00	£45.00	£0.00	0.0%	Both Statutory and Discretionary elements
COMMERCIAL REFUSE COLLECTION - PER LIFT					
240 litre bin	£7.25	£7.50	£0.25	3.4%	Both Statutory and Discretionary elements
360 litre bin	£9.50	£9.75	£0.25	2.6%	Both Statutory and Discretionary elements
660 litre bin	£13.50	£13.75	£0.25	1.9%	Both Statutory and Discretionary elements
1100 litre bin	£18.25	£18.50	£0.25	1.4%	Both Statutory and Discretionary elements
COMMERCIAL RECYCLING COLLECTION - PER LIFT					
240 litre bin	£5.00	£5.00	£0.00	0.0%	Both Statutory and Discretionary elements
360 litre bin	£6.50	£6.50	£0.00	0.0%	Both Statutory and Discretionary elements
660 litre bin	£9.00	£9.00	£0.00	0.0%	Both Statutory and Discretionary elements
1100 litre bin	£12.00	£12.00	£0.00	0.0%	Both Statutory and Discretionary elements
COMMERCIAL GLASS RECYCLING COLLECTION - PER LIFT					
240 litre bin	£5.00	£5.25	£0.25	5.0%	Both Statutory and Discretionary elements
360 litre bin	£6.50	£6.75	£0.25	3.8%	Both Statutory and Discretionary elements
* Discount of 10% for >5 bins, 20% for >10 bins					
COMMERCIAL FOOD RECYCLING - PER LIFT					
120 litre bin	£3.75	£4.00	£0.25	6.7%	Both Statutory and Discretionary elements

Environmental Services					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Schedule II Collections - Schools					
240L Wheeled Bin Package	£137.00	£154.00	£17.00	12.4%	Both Statutory and Discretionary elements
360L Wheeled Bin Package	£189.00	£210.00	£21.00	11.1%	Both Statutory and Discretionary elements
660L Wheeled Bin Package	£300.00	£325.00	£25.00	8.3%	Both Statutory and Discretionary elements
1100L Wheeled Bin Package	£410.00	£445.00	£35.00	8.5%	Both Statutory and Discretionary elements
Trade Glass Collection (1 bell)					
Trade Glass Collection (1 bell)	£75.00	£80.00	£5.00	6.7%	Discretionary
Garden Waste Charges - 240L Brown Wheeled Bin					
Sign up before 1st March 2022 (Until 28th February 2023)	£36.00	£36.00	£0.00	0.0%	Both Statutory and Discretionary elements
Sign up after 1st March 2022 (Until 28th February 2023)	£40.00	£40.00	£0.00	0.0%	Both Statutory and Discretionary elements
Additional licences (1st March - 28th February 2023)	£30.00	£30.00	£0.00	0.0%	Both Statutory and Discretionary elements
Bundles of 25 Biodegradable Garden Waste Sacks	£15.00	£45.00	£30.00	200.0%	Discretionary
Roll of 52 Compostable Liners	£3.50	£4.00	£0.50	14.3%	Discretionary
Dog bin emptying charge					
For parishes with more than 20 bins	£1.50	£1.60	£0.10	6.7%	Discretionary
For parishes with more than 5 bins	£1.60	£1.70	£0.10	6.2%	Discretionary
For parishes with less than 5 bins	£1.75	£1.85	£0.10	5.7%	Discretionary
MOT's					
Class IV for Trade, Staff and Account Customers	£45.00	£45.00	£0.00	0.0%	Discretionary
Class IV for General Public	£50.00	£50.00	£0.00	0.0%	Discretionary
Class V for Trade, Staff and Account Customers	£50.00	£50.00	£0.00	0.0%	Discretionary
Class V for General Public	£55.00	£55.00	£0.00	0.0%	Discretionary
Class VII for Trade, Staff and Account Customers	£50.00	£50.00	£0.00	0.0%	Discretionary
Class VII for General Public	£55.00	£55.00	£0.00	0.0%	Discretionary
Other					
Hourly Rate - Workshop (External)	£55.00	£60.00	£5.00	9.1%	Discretionary
Use of Washdown facility at Thorpe Lane Depot	£50.00	£55.00	£5.00	10.0%	Discretionary
Use of Public Conveniences - Bicester	£0.20	£0.20	£0.00	0.0%	Discretionary
Use of Public Conveniences - Banbury and Kidlington	£0.20	£0.20	£0.00	0.0%	Discretionary
Pitch Fees 'Casual'	£30.00	£31.00	£1.00	3.3%	Discretionary
Pitch Fees 'Regular'	£25.00	£25.50	£0.50	2.0%	Discretionary
Pitch Fees 'Charity/Community'	£15.00	£15.00	£0.00	0.0%	Discretionary
Highway Closures	£87.50	£90.00	£2.50	2.9%	Discretionary

Car Parking					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Banbury Short Stay (Charges apply 8am-7pm. Free Parking after 7pm)					
Market Place Monday To Saturday					
0 -30 minutes	£1.00	£1.00	£0.00	0.0%	Discretionary
0 - 1 hour	£1.50	£1.50	£0.00	0.0%	Discretionary
Market Place Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.00	£0.00	0.0%	Discretionary
Over 1 hour £1.50 flat rate	£1.50	£1.50	£0.00	0.0%	Discretionary
Horsefair West Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
Horsefair West Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Calthorpe Street West (part) Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
Calthorpe Street West (part) Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Calthorpe Street East Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
Calthorpe Street East Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
South Bar East (part) up to Calthorpe Street Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
North Bar East Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
North Bar East Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
The Mill Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
The Mill Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Chamberlaine Court Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary

Car Parking					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Chamberlaine Court Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Bridge Street (Blue Badge Holders Only)					
Monday To Saturday	£0.00	£0.00	£0.00	0.0%	Discretionary
Sunday and Bank Holidays	£0.00	£0.00	£0.00	0.0%	Discretionary
Free of charge up to maximum stay permitted					
Banbury Long Stay (charges apply 8am-7pm. Free Parking after 7pm)					
Riverside Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
Riverside Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
South Bar East and West Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
South Bar East and West Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
North Bar West Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
North Bar West Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Calthorpe Street West Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
Calthorpe Street West Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Windsor Street Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
Windsor Street Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.50 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary

Car Parking					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Bolton Road Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
Bolton Road Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.50 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Compton Road Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
Compton Road Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.50 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Compton Road lay over (Coaches only) - no charge	£0.00	£0.00	£0.00	0.0%	Discretionary
<u>Drop Off - Pick Up Points</u>					
Bridge Street (all week)					
0 - 15 minutes	£0.40	£0.50	£0.10	25.0%	Discretionary
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00	£0.00	£0.00	0.0%	Discretionary
<u>Banbury season ticket prices</u>					
5 Day Permit Valid Monday - Friday					
Annual	£700.00	£700.00	£0.00	0.0%	Discretionary
Quarterly	£195.00	£195.00	£0.00	0.0%	Discretionary
Monthly	£70.00	£70.00	£0.00	0.0%	Discretionary
7 Day Permit Valid Monday - Sunday					
Annual	£910.00	£910.00	£0.00	0.0%	Discretionary
Quarterly	£250.00	£250.00	£0.00	0.0%	Discretionary
Monthly	£90.00	£90.00	£0.00	0.0%	Discretionary

Car Parking					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Bicester Short Stay (Charges apply 8am-7pm. Free Parking after 7pm)					
Market Square Monday To Saturday					
0 - 30 Minutes	£1.00	£1.00	£0.00	0.0%	Discretionary
0 - 1 Hour	£1.50	£1.50	£0.00	0.0%	Discretionary
Market Square Sunday and Bank Holidays					
0 - 1 Hour	£1.00	£1.00	£0.00	0.0%	Discretionary
Over 1 hour £1.50 flat rate	£1.50	£1.50	£0.00	0.0%	Discretionary
Claremont Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
Claremont Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Chapel Brook Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
Chapel Brook Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Victoria Road Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
Victoria Road Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Bicester Long Stay					
Cattle Market Monday To Saturday					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
1 - 2 Hours	£2.00	£2.10	£0.10	5.0%	Discretionary
2 - 3 Hours	£2.80	£2.90	£0.10	3.6%	Discretionary
3 - 4 Hours	£3.50	£3.60	£0.10	2.9%	Discretionary
Day rate up to 7pm	£4.50	£4.60	£0.10	2.2%	Discretionary
Cattle Market Sunday and Bank Holidays					
0 - 1 hour	£1.00	£1.10	£0.10	10.0%	Discretionary
Over 1 hour £1.00 flat rate	£1.50	£1.60	£0.10	6.7%	Discretionary
Kidlington					
Curtis Place (all week) - no charge	£0.00	£0.00	£0.00	0.0%	Discretionary

Land Charges					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Full Search Fee (LLC1 & CON29R)	£165.00	£185.00	£0.00	12.1%	Both Statutory and Discretionary elements 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	£1.10	£1.12	£0.00	1.8%	Discretionary - Fee set by OCC
LLC1 Only (Register search)	£65.00	£65.00	£0.00	0.0%	Statutory
CON 29R only (no LLC1)	£100.00	£120.00	£20.00	20.0%	Discretionary
CON290 (Optional enquiries Question 4-21)	£10.00	£10.00	£0.00	0.0%	Discretionary
CON290 Question 22	£35.83	£36.67	£0.84	2.3%	Discretionary - Fee set by OCC
PART 3 Own worded enquiries	£20.00	£20.00	£0.00	0.0%	Discretionary

Parish Elections					
Fees and Charges	Fee 21-22 (excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Uncontested Election recharge	£40.95	£100.00	£59.05	144.2%	Discretionary

Public Protection, Environmental Health, Licensing					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Environmental Health, Environmental Protection and Licensing					
Gambling Act					
Premises	Various	Various			Statutory
Animal Licensing					
Animal Boarding Establishment Licence	£392.50	£402.50	£10.00	2.5%	Discretionary
Pet Shop Licence	£392.50	£402.50	£10.00	2.5%	Discretionary
Riding Establishment Licence	£392.50	£402.50	£10.00	2.5%	Discretionary
Dog Breeding Establishment Licence	£392.50	£402.50	£10.00	2.5%	Discretionary
Dangerous Wild Animals Licence	£392.50	£402.50	£10.00	2.5%	Discretionary
Zoo Licence	£595.00	£610.00	£15.00	2.5%	Discretionary
Skin Piercing, Tattooing, Acupuncture, Electrolysis etc.					
Registration Fee	£107.50	£111.00	£3.50	3.3%	Discretionary
Registration of Premises	£160.00	£165.00	£5.00	3.1%	Discretionary
Scrap Metal					
Variation of scrap metal dealers licence type Collector - Dealer	£213.00	£218.00	£5.00	2.3%	Discretionary
Variation of scrap metal dealers licence - Admin, change of name or replacement	£106.20	£109.00	£2.80	2.6%	Discretionary
Scrap metal dealers site	£487.00	£499.50	£12.50	2.6%	Discretionary
Scrap metal collectors licence	£287.50	£295.00	£7.50	2.6%	Discretionary
Street Trading consent charges					
12 month period	£1,197.00	£1,229.00	£32.00	2.7%	Discretionary
6 month period	£597.00	£613.00	£16.00	2.7%	Discretionary
3 month period	£299.00	£307.00	£8.00	2.7%	Discretionary
1 month period	£168.00	£172.50	£4.50	2.7%	Discretionary
Table and Chairs consent charges					
12 month period	£15.80	£16.20	£0.40	2.5%	Discretionary
Pavement licences (licences cannot extend beyond 30/09/2022)	£15.80	£15.80			Statutory
Private Hire and Hackney Carriage DRIVER Fees and Charges					
Grant of Licence 1 Year	£119.50	£124.50	£5.00	4.2%	Discretionary
Grant of licence 3 Years	£198.00	£203.50	£5.50	2.8%	Discretionary
Renewal of existing licence 1 year	£100.50	£103.50	£3.00	3.0%	Discretionary
Renewal of existing licence 3 years	£174.50	£179.50	£5.00	2.9%	Discretionary
DBS (was CRB) check and DVLA check	£51.00	£51.00	£0.00	0.0%	Discretionary
Knowledge Test	£26.00	£30.00	£4.00	15.4%	Discretionary
Re take of Knowledge test	£26.00	£26.00	£0.00	0.0%	Discretionary
Cost of badge/ replacement badge	£26.00	£32.00	£6.00	23.1%	Discretionary
Cost of replacement paper licence	£11.00	£15.00	£4.00	36.4%	Discretionary
Disability and Safeguarding Awareness Training	£50.00	£50.00	£0.00	0.0%	Fee set by OCC
English Testing	£42.00	£43.75	£1.75	4.2%	Discretionary
Hackney Carriage VEHICLE Fees and Charges					
Grant of licence	£305.50	£313.50	£8.00	2.6%	Discretionary
Renewal of existing licence	£265.00	£272.00	£7.00	2.6%	Discretionary
Replacement licence plate	£21.00	£22.00	£1.00	4.8%	Discretionary
Replacement bracket	£21.00	£22.00	£1.00	4.8%	Discretionary
Change of vehicle only	£115.00	£118.00	£3.00	2.6%	Discretionary
Transfer of licensee only	£58.50	£60.00	£1.50	2.6%	Discretionary
Change of vehicle and licensee	£43.00	£44.20	£1.20	2.8%	Discretionary
Private Hire VEHICLE Fees and Charges					
Grant of new licence	£277.00	£286.00	£9.00	3.2%	Discretionary
Renewal of licence	£256.00	£263.00	£7.00	2.7%	Discretionary
Internal Plate Replacement	£10.50	£11.00	£0.50	4.8%	Discretionary
Plate or bracket replacement	£21.00	£22.00	£1.00	4.8%	Discretionary
Cost of replacement paper licence	£11.00	£15.00	£4.00	36.4%	Discretionary
Change of vehicle only	£104.50	£107.50	£3.00	2.9%	Discretionary
Transfer of licensee only	£57.50	£60.00	£2.50	4.3%	Discretionary
Change of vehicle and licensee	£130.00	£133.00	£3.00	2.3%	Discretionary
Private Hire OPERATOR Fees and Charges					
Operator's Licence (one vehicle only) - 1 year	£147.00	£151.00	£4.00	2.7%	Discretionary
Operator's Licence (one vehicle only) - 5 year	£136.00	£139.50	£3.50	2.6%	Discretionary
For each additional vehicle	£21.00	£21.50	£0.50	2.4%	Discretionary
Sex Establishment Venue					
Application	£1,630.00	£1,675.00	£45.00	2.8%	Discretionary
Renewal	£1,080.00	£1,110.00	£30.00	2.8%	Discretionary
Contaminated land enquiry					
Charge per hour or part thereof	£70.00	£71.50	£1.50	2.1%	Discretionary

Public Protection, Environmental Health, Licensing					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Health Protection					
Food Export/Hygiene Certificates	£115.00	£120.00	£5.00	4.3%	Discretionary
Food Hygiene Rating Scheme Rescore Visit	£285.00	£295.00	£10.00	3.5%	Discretionary
Food Surrender Certificates	£127.00	£130.00	£3.00	2.4%	Discretionary
Copies of Food Premises Register (a) Single Entry	£4.00	£4.50	£0.50	12.5%	Discretionary
Copies of Food Premises Register (b) Full Register	£330.00	£338.00	£8.00	2.4%	Discretionary
Factual Statements for Civil Proceedings	£160.00	£165.00	£5.00	3.1%	Discretionary
Reports provided under the Environmental Information Regulations	£155.00	£160.00	£5.00	3.2%	Statutory
Water Sampling					
Large/Commercial use supplies (each assessment at £68/hour capped at £500)	£500.00	£500.00	£0.00	0.0%	Statutory
Risk assessment (each assessment at £68/hour capped at £500)	£500.00	£500.00	£0.00	0.0%	Statutory
Sampling (each visit)	£100.00	£100.00	£0.00	0.0%	Statutory
Investigation	£100.00	£100.00	£0.00	0.0%	Statutory
Granting an authorisation	£100.00	£100.00	£0.00	0.0%	Statutory
Analysing a sample:					
Taken under regulation 10	£25.00	£25.00	£0.00	0.0%	Statutory
Taken during Check monitoring	£100.00	£100.00	£0.00	0.0%	Statutory
Taken during Audit monitoring	£500.00	£500.00	£0.00	0.0%	Statutory
Water Sampling Fees:					
Lab Fees (Depending on criteria)	£85.50	£87.50	£2.00	2.3%	Discretionary
Pools (basic swimming pool test)	£33.50	£34.50	£1.00	3.0%	Discretionary
Sampling and admin cost recovery hourly rate	£45.00	£47.00	£2.00	4.4%	Discretionary
Courier charge	£33.50	£34.50	£1.00	3.0%	Discretionary
Health Protection - Food Safety					
Level 2 Food Safety in Catering Course					
Taught Course	£76.00	£78.00	£2.00	2.6%	Discretionary
Taught - Voluntary Groups	£44.00	£44.00	£0.00	0.0%	Discretionary
Taught - Unemployed	£44.00	£44.00	£0.00	0.0%	Discretionary
E-learning (all level 2 courses)	£25.00	£26.00	£1.00	4.0%	Discretionary
Level 2 Personal license Holder elearning and invigilated exam	£82.00	£85.00	£3.00	3.7%	Discretionary
Invigilated exam resit	£26.00	£27.00	£1.00	3.8%	Discretionary
Level 3 Food Hygiene Course Taught Course	£295.00	£305.00	£10.00	3.4%	Discretionary
Cost recovery - Commercial & Business Support					
Basic cost recovery (qualified officer)	£71.50	£73.50	£2.00	2.8%	Discretionary
Full cost recovery (qualified officer)	£79.00	£81.00	£2.00	2.5%	Discretionary
Mileage cost per mile	£0.45	£0.45	£0.00	0.0%	Discretionary
Strive for 5	£260.00	£265.50	£5.50	2.1%	Discretionary
SFBB Packs (without diary)	£16.00	£16.50	£0.50	3.1%	Discretionary
SFBB 48 week diary refills	£15.00	£15.50	£0.50	3.3%	Discretionary
SFBB Pack with 48 week diary refill	£25.00	£26.00	£1.00	4.0%	Discretionary
Mobile Home Sites Fees					
New Application					
1 to 10 pitches	£308.00	£316.00	£8.00	2.6%	Discretionary
11 to 30 pitches	£452.00	£464.00	£12.00	2.7%	Discretionary
31 to 99 pitches	£586.00	£602.00	£16.00	2.7%	Discretionary
100 or more pitches	£730.00	£750.00	£20.00	2.7%	Discretionary
Annual Fee					
1 to 10 pitches	£241.00	£247.00	£6.00	2.5%	Discretionary
11 to 30 pitches	£308.00	£316.00	£8.00	2.6%	Discretionary
31 to 99 pitches	£380.00	£390.00	£10.00	2.6%	Discretionary
100 or more pitches	£452.00	£464.00	£12.00	2.7%	Discretionary
Transfer/amendment	£170.00	£174.50	£4.50	2.6%	Discretionary
Replacement paper licence	£11.30	£15.00	£3.70	32.7%	Discretionary
Lodging rules	£58.50	£60.00	£1.50	2.6%	Discretionary

Public Protection, Environmental Health, Licensing					
Fees and Charges	Fee 21-22 (Excl. VAT)	Proposed Fee 22-23 (Excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
Environmental Enforcement					
Unwanted vehicle	£33.25	£34.00	£0.75	2.3%	Discretionary
Rats & Mice, Per consultation - 3 visits	£55.00	£56.50	£1.50	2.7%	Discretionary
Fleas, cockroaches ants, carpet beetles, and other household insects	£61.00	£62.50	£1.50	2.5%	Discretionary
Bedbugs	£94.50	£96.50	£2.00	2.1%	Discretionary
Wasps Nests	£55.00	£56.50	£1.50	2.7%	Discretionary
Fine for stray dogs during office hours	£140.00	£140.50	£0.50	0.4%	Both Statutory and Discretionary Elements
Fine for stray dogs outside office hours	£140.00	£140.50	£0.50	0.4%	Both Statutory and Discretionary Elements
Kennel Costs (per day/part of)	£19.95	£22.50	£2.55	12.8%	Discretionary

NOA, Cooper School and Stratfield Brake					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed Fee 2022-23 (excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
NORTH OXFORDSHIRE ACADEMY ATP BANBURY					
ATP/GRASS INNER PITCH					
Senior Match	£65.74	£67.10	£1.36	2.0%	Discretionary
Junior Match	£32.79	£33.45	£0.66	2.0%	Discretionary
Senior Training Whole Pitch	£47.53	£48.50	£0.97	2.0%	Discretionary
Senior Training Half Pitch	£29.53	£30.15	£0.62	2.1%	Discretionary
Junior Training Whole Pitch	£25.40	£25.90	£0.50	2.0%	Discretionary
Junior Training Half Pitch	£14.89	£15.20	£0.31	2.1%	Discretionary
NORTH OXFORDSHIRE ACADEMY ATP FOR KEYHOLDERS					
60 Minutes Hire					
Senior Match	£56.46	£57.60	£1.14	2.0%	Discretionary
Junior Match	£20.71	£21.15	£0.44	2.1%	Discretionary
NORTH OXFORDSHIRE ATHLETICS TRACK BANBURY					
Fixtures					
Non Cherwell Based Clubs Fixtures	£51.51	£52.55	£1.04	2.0%	Discretionary
Cherwell Clubs – Seniors Fixtures	£39.32	£40.10	£0.78	2.0%	Discretionary
Cherwell Clubs – Juniors Fixtures	£31.11	£31.75	£0.64	2.1%	Discretionary
Seniors Training	£40.90	£41.75	£0.85	2.1%	Discretionary
Juniors	£21.11	£21.55	£0.44	2.1%	Discretionary
PAVILION/CHANGING/CLUB ROOM HIRE					
Pavilion/Changing/Club Room Hire	£16.63	£17.00	£0.37	2.2%	Discretionary
NOA Holiday Hubs					
Session 8:45am to 3:00pm	£15.91	£16.23	£0.32	2.0%	Discretionary
Session 8:45am to 5:00pm	£20.20	£20.60	£0.40	2.0%	Discretionary
COOPER SCHOOL, BICESTER					
Sports Hall Hire – 55 Minutes					
Senior	£44.32	£45.20	£0.88	2.0%	Discretionary
Junior	£26.47	£27.00	£0.53	2.0%	Discretionary
Badminton Court - 55 minutes					
Senior	£9.79	£10.00	£0.21	2.1%	Discretionary
Junior	£4.79	£4.90	£0.11	2.2%	Discretionary
ATP – 60 Minutes					
Senior Whole Pitch	£51.61	£52.65	£1.04	2.0%	Discretionary
Senior Half Pitch	£33.92	£34.60	£0.69	2.0%	Discretionary
Senior Quarter Pitch	£28.36	£28.95	£0.59	2.1%	Discretionary
Junior Whole Pitch	£43.50	£44.40	£0.90	2.1%	Discretionary
Junior Half Pitch	£27.08	£27.65	£0.57	2.1%	Discretionary
Junior Quarter Pitch	£18.97	£19.35	£0.38	2.0%	Discretionary
Hockey Club – Whole Pitch					
Senior Match – 90 Minutes	£90.93	£92.75	£1.82	2.0%	Discretionary
Senior Training – 60 Minutes	£51.92	£52.95	£1.03	2.0%	Discretionary
Junior Match – 90 Minutes	£47.43	£48.40	£0.97	2.0%	Discretionary
Junior Training – 60 Minutes	£30.65	£31.30	£0.65	2.1%	Discretionary
Performance Hall					
Hire charge (per hour)	£27.50	£28.05	£0.55	2.0%	Discretionary
Hire charge with tiered seating	£54.95	£56.05	£1.10	2.0%	Discretionary
Events hire including seating/lighting/stage					
Cooper Holiday Hubs					
Session 8:45am to 3:00pm	£15.91	£16.23	£0.32	2.0%	Discretionary
Session 8:45am to 5:00pm	£20.20	£20.60	£0.40	2.0%	Discretionary
Public Liability Insurance re-charge charged at 10% of total hire fee.					
*Block bookings of 10 sessions or more are exempt from VAT					

NOA, Cooper School and Stratfield Brake					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed Fee 2022-23 (excl. VAT)	Actual Increase	% Increase	Statutory/ Discretionary?
STRATFIELD BRAKE					
Cricket Pitch Hire (per match)	£98.70	£100.70	2.03%	£2.00	Discretionary
Cricket Pitch Hire (per match) - junior	£48.85	£49.85	2.05%	£1.00	Discretionary
Cricket Nets Hire (per hour)	£15.25	£15.55	1.97%	£0.30	Discretionary
Rugby Pitch Hire - Adult Matches (per match)	£71.25	£72.70	2.04%	£1.45	Discretionary
Rugby Pitch Hire - Adult Training (per hour)	£45.80	£46.75	2.07%	£0.95	Discretionary
Rugby Pitch Hire - Junior Matches (per match)	£38.65	£39.45	2.07%	£0.80	Discretionary
Rugby Pitch Hire - Junior Training (per hour)	£24.40	£24.90	2.05%	£0.50	Discretionary
Rugby Pitch Hire - Mini Matches (per match)	£17.30	£17.65	2.02%	£0.35	Discretionary
Rugby Pitch Hire - Mini Training (per hour)	£10.20	£10.40	1.96%	£0.20	Discretionary
GAB Adult Pitch Hire - Match	£57.00	£58.15	2.02%	£1.15	Discretionary
GAB Adult Pitch Hire - Training	£38.65	£39.45	2.07%	£0.80	Discretionary
GAB Junior Pitch Hire - Match	£31.55	£32.20	2.06%	£0.65	Discretionary
GAB Junior Pitch Hire - Training	£21.35	£21.80	2.11%	£0.45	Discretionary
GAB Mini Pitch Hire - Match	£14.25	£14.55	2.11%	£0.30	Discretionary
GAB Mini Pitch Hire - Training	£10.20	£10.40	1.96%	£0.20	Discretionary
GAB Floodlights (after 7pm - Sept)	£4.05	N/A	N/A	N/A	Discretionary
Football Pitch Hire - Adult Matches (per match)	£71.25	£72.70	2.04%	£1.45	Discretionary
Football Pitch Hire - Adult Training (per hour)	£45.80	£46.75	2.07%	£0.95	Discretionary
Football Pitch Hire - Junior Matches (per match)	£38.65	£39.45	2.07%	£0.80	Discretionary
Football Pitch Hire - Junior Training (per hour)	£25.45	£25.95	1.96%	£0.50	Discretionary
Football Pitch Hire - Mini Matches (per match)	£17.30	£17.65	2.02%	£0.35	Discretionary
Football Pitch Hire - Mini Training (per hour)	£10.20	£10.40	1.96%	£0.20	Discretionary
KYFC Football Pitch Hire - Junior Matches (per match) 9v9 & 11v11	£30.55	£31.20	2.13%	£0.65	Discretionary
KYFC Football Pitch Hire - Junior Training(p.hr) 9v9 & 11v11	£24.45	£24.95	2.04%	£0.50	Discretionary
KYFC Football Pitch Hire - Mini Matches (per match) 5v5 & 7v7	£14.25	£14.55	2.11%	£0.30	Discretionary
KYFC Football Pitch Hire - Mini Training (p.hr) 5v5 & 7v7	£10.20	£10.40	1.96%	£0.20	Discretionary
Function Room Hire - per hour	£27.00	£27.50	1.85%	£0.50	Discretionary
Function Room - half day rate (9am-1pm) or (1pm-5pm)	£122.10	N/A	N/A	N/A	Discretionary
Function Room - full day rate (9am to 5pm)	£244.25	N/A	N/A	N/A	Discretionary
Running Club Showers	£1.30	£1.35	3.85%	£0.05	Discretionary
Changing Room Hire (per hour)	£10.20	£10.40	1.96%	£0.20	Discretionary
Projector & Screen	£20.35	N/A	N/A	N/A	Discretionary
Refreshments	£20.35	N/A	N/A	N/A	Discretionary
Kitchen Hire - hour	£30.55	N/A	N/A	N/A	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
MEMBERSHIP DIRECT DEBITS					
Expressions DD (single)					
Single DD - FIXED	£39.00	£39.00	0.00%	£0.00	Discretionary
Single DD - FLEXI	£44.00	£44.00	0.00%	£0.00	Discretionary
Expressions Family					
Family DD (2 adults + 2 children) - FIXED	£80.00	£80.00	0.00%	£0.00	Discretionary
Family DD (2 adults + 2 children) - FLEXI	£85.00	£85.00	0.00%	£0.00	Discretionary
Family with up to 5 children					
Family DD (2 adults + 5 children) - FIXED	£90.00	£90.00	0.00%	£0.00	Discretionary
Family DD (2 adults + 5 children) - FLEXI	£95.00	£95.00	0.00%	£0.00	Discretionary
One Parent (1 adult + 2 children)					
Single Parent (1 adult + 2 children) - FIXED	£50.00	£50.00	0.00%	£0.00	Discretionary
Single Parent (1 adult + 2 children) - FLEXI	£55.00	£55.00	0.00%	£0.00	Discretionary
One Parent (5 children)					
Single Parent (1 adult + 5 children) - FIXED	£60.00	£60.00	0.00%	£0.00	Discretionary
Single Parent (1 adult + 5 children) - FLEXI	£65.00	£65.00	0.00%	£0.00	Discretionary
Corporate (single)					
Corporate (single) FIXED	£37.00	£37.00	0.00%	£0.00	Discretionary
Corporate (single) FLEXI	£39.00	£39.00	0.00%	£0.00	Discretionary
Swim 23	£23.00	£23.50	2.17%	£0.50	Discretionary
Swim 15	£15.00	£15.50	3.33%	£0.50	Discretionary
GP Referral - one year follow on	£27.00	£27.75	2.78%	£0.75	Discretionary
Expressions Concession	£37.00	£37.00	0.00%	£0.00	Discretionary
Junior	£22.00	£22.00	0.00%	£0.00	Discretionary
Student	£25.00	£25.00	0.00%	£0.00	Discretionary
Aqua Swim, Sauna, Steam	£34.00	£35.00	2.94%	£1.00	Discretionary
1 - month offer	£55.00	£56.00	1.82%	£1.00	Discretionary
Annuals	£421.20	£421.20	0.00%	£0.00	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
FITNESS SUITE					
Casual Peak	£9.85	£10.30	4.57%	£0.45	Discretionary
Senior Peak	£4.05	£4.25	4.94%	£0.20	Discretionary
Casual Off-Peak	£8.15	£8.55	4.91%	£0.40	Discretionary
Senior Off-Peak	£3.70	£3.85	4.05%	£0.15	Discretionary
Induction (for PAYG)	£19.50	£20.45	4.87%	£0.95	Discretionary
Refresher Induction	£9.75	£10.20	4.62%	£0.45	Discretionary
Junior Peak	£4.05	£4.25	4.94%	£0.20	Discretionary
Junior Induction	£4.50	£4.70	4.44%	£0.20	Discretionary
Adult Link Card Peak	£4.90	£5.15	5.10%	£0.25	Discretionary
Senior Link Card Peak	£2.05	£2.15	4.88%	£0.10	Discretionary
Adult Link Card Off-Peak	£4.10	£4.30	4.88%	£0.20	Discretionary
Senior Link Card Off-Peak	£1.85	£1.95	5.41%	£0.10	Discretionary
Link Card Induction	£9.75	£10.20	4.62%	£0.45	Discretionary
GP Referral Session	£4.15	£4.35	4.82%	£0.20	Discretionary
MotorMed Session	£2.50	£2.60	4.00%	£0.10	Discretionary
Fitness Test - non members	£15.45	£16.20	4.85%	£0.75	Discretionary
Replacement Membership Card	£3.30	£3.45	4.55%	£0.15	Discretionary

HEALTH SUITE					
Sauna / Steam / Spa* (* = Swim at KGLC)	£8.10	£8.50	4.94%	£0.40	Discretionary
Sauna / Steam / Spa / Swim	£12.10	£12.70	4.96%	£0.60	Discretionary
Senior Health Suite	£4.15	£4.35	4.82%	£0.20	Discretionary
Link Card Sauna / Steam	£4.05	£4.25	4.94%	£0.20	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
FITNESS CLASSES					
All Classes (incl AquaFit)	£6.70	£7.00	4.48%	£0.30	Discretionary
Body conditioning (1.5 hours)	£8.60	£9.00	4.65%	£0.40	Discretionary
Studio Cycling (Peak)	£9.85	£10.35	5.08%	£0.50	Discretionary
Studio Cycling (Off-Peak)	£8.45	£8.85	4.73%	£0.40	Discretionary
Yoga	£6.70	£7.05	5.22%	£0.35	Discretionary
Yoga (1.5 hours)	£8.65	£9.05	4.62%	£0.40	Discretionary
Junior and Senior - specific classes	£4.05	£4.25	4.94%	£0.20	Discretionary
Senior Classes - Bicester	£3.60	£3.75	4.23%	£0.15	Discretionary
Yoga (1.5 hours)	£8.65	£9.05	4.62%	£0.40	Discretionary
Virtual Classes	£3.30	£3.45	4.55%	£0.15	Discretionary
Core on the Ball (30 mins)	£3.60	£3.75	4.23%	£0.15	Discretionary
Link Card Classes	£3.35	£3.50	4.48%	£0.15	Discretionary
Link Card Classes - Senior / Junior	£2.00	£2.10	5.00%	£0.10	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
SWIMMING SESSIONS					
Adult	£4.30	£4.50	4.65%	£0.20	Discretionary
Junior	£2.80	£2.95	5.36%	£0.15	Discretionary
Seniors	£2.80	£2.95	5.36%	£0.15	Discretionary
Under 3's	£0.00	£0.00	0.00%	£0.00	Discretionary
Block of 10 swims - Adult	£38.85	£40.75	4.88%	£1.90	Discretionary
Block of 10 swims - Juniors	£25.45	£26.70	4.91%	£1.25	Discretionary
Block of 10 swims - Seniors	£25.45	£26.70	4.91%	£1.25	Discretionary
Family Swim ticket	£13.75	£14.40	4.73%	£0.65	Discretionary
Adult Link Card Swim	£2.15	£2.25	4.65%	£0.10	Discretionary
Junior Link Card Swim	£1.45	£1.50	3.45%	£0.05	Discretionary
Senior Link Card Swim	£1.45	£1.50	3.45%	£0.05	Discretionary
Teachers	£3.15	£3.30	4.76%	£0.15	Discretionary
GP Referral Swim (see GP Ref section)	£4.15	£4.35	4.82%	£0.20	Discretionary
Wet & Wacky - junior	£3.35	£3.50	4.48%	£0.15	Discretionary
Wet & Wacky - adult	£4.45	£4.65	4.49%	£0.20	Discretionary
Wet & Wacky - senior	£3.05	£3.20	4.92%	£0.15	Discretionary
AquaFit	£6.65	£6.95	4.51%	£0.30	Discretionary
Scouts and Brownies	£1.90	£2.00	5.17%	£0.10	Discretionary
AquaFit - senior	£4.10	£4.30	4.88%	£0.20	Discretionary
Swim Fit - Adult	£5.50	£5.75	4.56%	£0.25	Discretionary
Swim Fit - Senior	£3.55	£3.70	4.34%	£0.15	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
SWIMMING LESSONS					
Stage 1 - 7, parent & toddler 50 weeks as 3x17 weeks	£6.25	£6.55	4.86%	£0.30	Discretionary
Stage 1 - 7, parent & toddler - Direct Debit	£25.00	£26.20	4.80%	£1.20	Discretionary
1 hour classes (rookie, survival, adults)	£8.75	£9.20	5.14%	£0.45	Discretionary
1 hour classes (rookie, survival, adults) - Direct Debit	£35.00	£36.70	4.86%	£1.70	Discretionary
40 minute intensive lesson	£9.35	£9.80	4.77%	£0.45	Discretionary
Ducklings 10 wk course / 30 min lesson	£5.90	£6.20	5.08%	£0.30	Discretionary
Stage 1 - 3 (with assistants) 10 week course / 30 min lesson	£6.25	£6.55	4.86%	£0.30	Discretionary
Stage 1 - 3 (with assistants) - Direct Debit - 30 min lesson	£25.00	£26.20	4.80%	£1.20	Discretionary
Stage 4 - 7 10 wk course / 30 min lesson	£5.90	£6.20	5.08%	£0.30	Discretionary
Stage 4 - 7 10 wk course - Direct Debit	£25.00	£26.20	4.80%	£1.20	Discretionary
Stage 8 - 10 & Adult 10 wk course - 55mins / 1 hr	£8.95	£9.40	5.03%	£0.45	Discretionary
Stage 8 - 10 & Adult - Direct Debit	£35.00	£36.70	4.86%	£1.70	Discretionary
CHILDREN's lessons 10 weeks course / 30 min lesson	£5.75	£6.05	5.22%	£0.30	Discretionary
CHILDREN's lessons Direct Debit - 30 min lesson - with assistant	£25.00	£26.25	5.00%	£1.25	Discretionary
ADULT lessons 10 wk course / 60 min	£8.75	£9.20	5.14%	£0.45	Discretionary
ADULT lessons Direct Debit - 60 min	£35.00	£36.70	4.86%	£1.70	Discretionary

Appendix 6 - Fees and Charges Schedule

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
BIRTHDAY PARTIES					
Sports Hall Party	£113.05	£118.55	4.87%	£5.50	Discretionary
Sports Hall Party & Food for up to 23 children	£163.00	£170.90	4.85%	£7.90	Discretionary
Sports Hall / MegaBounce Party	£113.05	£118.55	4.87%	£5.50	Discretionary
Super Striker / Football (Indoors)	£82.25	£86.25	4.86%	£4.00	Discretionary
Super Striker / Football (Outdoors)	£59.10	£62.00	4.91%	£2.90	Discretionary
Swimming Pool Party (Main Pool) - rafts and inflatables	£123.35	£129.35	4.86%	£6.00	Discretionary
Swimming Pool Party (PnT Pool) - Paddle & Play	£113.05	£118.55	4.87%	£5.50	Discretionary
Swimming Pool - wet & wacky	£143.90	£150.90	4.86%	£7.00	Discretionary
Swimming Pool Party - rafts and inflatables	£123.35	£129.35	4.86%	£6.00	Discretionary
Jump & Jiggle Soft Play Party	£87.35	£91.60	4.87%	£4.25	Discretionary
Sports Party (indoors or outdoors)	£87.35	£91.60	4.87%	£4.25	Discretionary
Mega Bounce & Tots Bounce Party	£128.50	£134.75	4.86%	£6.25	Discretionary

POOL HIRE - also see Birthday Parties					
Main Pool	£97.65	£102.40	4.86%	£4.75	Discretionary
Main Pool Gala	£130.00	£136.30	4.85%	£6.30	Discretionary
Trainer Pool	£70.95	£74.40	4.86%	£3.45	Discretionary
Trainer Pool Gala	£97.65	£102.40	4.86%	£4.75	Discretionary
Play & Teach Pool	£82.25	£86.25	4.86%	£4.00	Discretionary
School Hire (per lesson / teacher)	£18.00	£18.85	4.72%	£0.85	Discretionary
Swim Club - Weekday mornings per 55mins	£41.10	£43.10	4.86%	£2.00	Discretionary
Swim Club - evenings per 55mins	£65.70	£68.90	4.87%	£3.20	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
SPORTS HALL HIRE (per hour)					
Badminton Court Peak	£11.90	£12.50	5.04%	£0.60	Discretionary
Badminton Court Peak - Block Booking	£13.10	£13.75	4.96%	£0.65	Discretionary
Badminton Court Off-Peak	£9.55	£10.00	4.71%	£0.45	Discretionary
Badminton Court Off Peak - Block Booking	£10.55	£11.05	4.74%	£0.50	Discretionary
Junior Peak	£5.95	£6.25	5.04%	£0.30	Discretionary
Junior Off-Peak	£4.75	£4.95	4.21%	£0.20	Discretionary
Adult vs Junior Peak	£8.95	£9.35	4.47%	£0.40	Discretionary
Adult vs Junior Off-Peak	£7.20	£7.55	4.93%	£0.35	Discretionary
Hall Hire Peak (5-a-side)	£54.75	£57.40	4.84%	£2.65	Discretionary
Hall Hire Peak (5-a-side) - Block Booking	£60.25	£63.20	4.90%	£2.95	Discretionary
Hall Hire Off-Peak (5-a-side)	£43.80	£45.95	4.91%	£2.15	Discretionary
Hall Hire Off-Peak (5-a-side) - Block Booking	£48.15	£50.50	4.88%	£2.35	Discretionary

SQUASH COURTS HIRE (per 40 mins)					
Squash Court Hire Peak	£8.85	£9.25	4.52%	£0.40	Discretionary
Squash Court Hire Peak - Block Booking	£9.70	£10.15	4.64%	£0.45	Discretionary
Squash Court Hire Off-Peak	£7.50	£7.85	4.62%	£0.35	Discretionary
Squash Court Hire Off Peak - Block Booking	£8.25	£8.65	4.86%	£0.40	Discretionary
Junior Peak	£4.40	£4.60	4.55%	£0.20	Discretionary
Junior Off-Peak	£3.75	£3.90	3.95%	£0.15	Discretionary
Adult vs Junior Peak	£6.65	£6.95	4.51%	£0.30	Discretionary
Adult vs Junior Off-Peak	£5.65	£5.90	4.36%	£0.25	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
TABLE TENNIS HIRE (per hour)					
Adult Hire	£7.00	£7.35	5.00%	£0.35	Discretionary
Junior Hire	£3.50	£3.65	4.29%	£0.15	Discretionary
Adult vs Junior	£5.25	£5.50	4.76%	£0.25	Discretionary

ALL WEATHER PITCHES - BLC and KGLC					
Adult Football	£42.15	£44.20	4.86%	£2.05	Discretionary
Adult Football - Block Booking	£45.25	£47.45	4.86%	£2.20	Discretionary
Junior Football (up to 7.15pm)	£31.85	£33.40	4.86%	£1.55	Discretionary
Junior Football (up to 7.15pm) - Block booking	£35.05	£36.75	4.86%	£1.70	Discretionary
Junior individual PAYG	£2.95	£3.10	5.08%	£0.15	Discretionary
Senior individual PAYG	£4.60	£4.80	4.35%	£0.20	Discretionary
Whole Pitch	£80.70	£84.60	4.83%	£3.90	Discretionary
2/3rds Pitch	£58.70	£61.55	4.86%	£2.85	Discretionary
1/3rd Pitch	£36.75	£38.50	4.77%	£1.75	Discretionary
Tennis	£6.70	£7.00	4.48%	£0.30	Discretionary

EQUIPMENT HIRE					
Racquets - badminton, tennis, & table tennis bats	£2.05	£2.00	-2.44%	-£0.05	Discretionary
Bibs	£2.05	£2.00	-2.44%	-£0.05	Discretionary
Deposit (refundable)	£5.15	£5.00	-2.91%	-£0.15	Discretionary
Breakages (take from deposit)	£5.15	£5.00	-2.91%	-£0.15	Discretionary
Football hire	£2.06	£2.00	-2.71%	-£0.06	Discretionary
Football deposit	£10.00	£10.00	0.00%	£0.00	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
JUNIOR ACTIVITIES					
Sway Dance	£4.25	£0.00	-100.00%	-£4.25	Discretionary
Parent & Toddler Sessions	£6.15	£6.45	4.88%	£0.30	Discretionary
Adults & Juniors (1 hour)	£8.95	£9.35	4.47%	£0.40	Discretionary
Spice Up Saturday	£5.45	£5.70	4.59%	£0.25	Discretionary
Baby Bounce	£3.10	£3.25	4.84%	£0.15	Discretionary
Baby Bounce - additional sibling	£3.10	£2.65	-14.52%	-£0.45	Discretionary
Strikers / Dribblers	£5.25	£5.50	4.76%	£0.25	Discretionary
Mini Dribblers	£4.20	£4.40	4.76%	£0.20	Discretionary
Soft Play	£1.65	£1.75	6.06%	£0.10	Discretionary
Gymnastics and Trampoline (terms 12-14 weeks)	£7.00	£7.35	5.00%	£0.35	Discretionary
Gymnastics Direct debit (39 weeks spread over 52 weeks) - NEW FOR 2019	£22.70	£23.80	4.85%	£1.10	Discretionary
Trampoline (30 minute class)	£3.80	£4.00	5.26%	£0.20	Discretionary
Tots Bounce	£2.65	£2.75	3.77%	£0.10	Discretionary
Tots Bounce - Family Member 50% off	£1.35	£1.40	3.70%	£0.05	Discretionary
Mega Bounce	£3.25	£3.40	4.62%	£0.15	Discretionary
Jump & Jiggle Area	£1.60	£1.65	3.12%	£0.05	Discretionary
ROOM HIRE					
Activity Hall - Peak	£48.30	£50.55	4.66%	£2.25	Discretionary
Exercise Studio	£21.50	£22.55	4.88%	£1.05	Discretionary
Activity Hall - Peak	£48.30	£50.65	4.87%	£2.35	Discretionary
Studio 1	£64.50	£67.63	4.85%	£3.13	Discretionary
Studio 2	£43.70	£45.80	4.81%	£2.10	Discretionary
Meeting Room - 1 hour	£18.50	£19.40	4.86%	£0.90	Discretionary
Meeting Room - half day	£61.75	£64.75	4.86%	£3.00	Discretionary
Meeting Room - full day	£102.80	£107.80	4.86%	£5.00	Discretionary
Body Therapy Clinic	£42.15	£44.20	4.86%	£2.05	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022- 23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
BOWLING					
Adult 1 game	£4.90	N/A	N/A	N/A	Discretionary
Adult 2 game	£8.35	N/A	N/A	N/A	Discretionary
Adult 3 game	£11.80	N/A	N/A	N/A	Discretionary
child/ concessions 1 games	£4.10	N/A	N/A	N/A	Discretionary
child/ concessions 2 games	£7.00	N/A	N/A	N/A	Discretionary
child/ concessions 3 games	£9.85	N/A	N/A	N/A	Discretionary
Members 1 Game	£3.40	N/A	N/A	N/A	Discretionary
Members 2 Game	£5.75	N/A	N/A	N/A	Discretionary
Members 3 Game	£8.10	N/A	N/A	N/A	Discretionary
Family Ticket	£12.65	N/A	N/A	N/A	Discretionary
Family Ticket 2 Games	£21.35	N/A	N/A	N/A	Discretionary
Family Ticket 3 Games	£29.30	N/A	N/A	N/A	Discretionary
Link Card (any time)	£2.45	N/A	N/A	N/A	Discretionary
Birthday Parties	£8.50	N/A	N/A	N/A	Discretionary
Additional Child	£2.65	N/A	N/A	N/A	Discretionary
Group 1 Booking	£0.00	N/A	N/A	N/A	Discretionary
Group 2 Booking	£0.00	N/A	N/A	N/A	Discretionary
Group 2B Booking	£0.00	N/A	N/A	N/A	Discretionary
Group 3 Booking	£0.00	N/A	N/A	N/A	Discretionary
Late night Special	£6.75	N/A	N/A	N/A	Discretionary
Late night special 2 games	£9.00	N/A	N/A	N/A	Discretionary
Late night special 3 games	£12.00	N/A	N/A	N/A	Discretionary

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022-23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
CAMP ADVENTURE					
Half Day (am) 8.30-12.30 Half Day (pm) 2.00-6.00	12,75	N/A	N/A	N/A	Discretionary
Half Day Family membership price @ 50% off	£6.35	N/A	N/A	N/A	Discretionary
Lunch 12.30-2.30	£6.50	N/A	N/A	N/A	Discretionary
Lunch 12.30-2.30 Family membership price @ 50% off	£3.25	N/A	N/A	N/A	Discretionary
Full Day 8.30-6.00	£27.75	N/A	N/A	N/A	Discretionary
Full Day 8.30-6.00 Family membership price @ 50% off	£13.90	N/A	N/A	N/A	Discretionary
Full Week Half Day (am) 8.30-12.30 Full Week Half Day (pm) 2.30-6.00	£53.45	N/A	N/A	N/A	Discretionary
Full Week Half Day Family membership price @ 50% off	£26.30	N/A	N/A	N/A	Discretionary
Full Week Lunch 12.30-2.30	£22.10	N/A	N/A	N/A	Discretionary
Full Week Lunch 12.30-2.30 Family membership price @ 50% off	£10.90	N/A	N/A	N/A	Discretionary
Full Week Full Day 8.30-6.00	£128.50	N/A	N/A	N/A	Discretionary
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£64.25	N/A	N/A	N/A	Discretionary
Half Day (am) 10-4 or 9-3	£18.50	N/A	N/A	N/A	Discretionary
Family - 50% off	£9.25	N/A	N/A	N/A	Discretionary
Half day 8.45-3.15	£19.00	N/A	N/A	N/A	Discretionary
Family - 50% off	£9.50	N/A	N/A	N/A	Discretionary
Full Day 8.30-6.00	£27.75	N/A	N/A	N/A	Discretionary
Full Day 8.30-6.00 Family membership price @ 50% off	£13.85	N/A	N/A	N/A	Discretionary
Full Week Half Day (am) 10-4 or 9-3	£82.25	N/A	N/A	N/A	Discretionary
Family - 50% off	£41.10	N/A	N/A	N/A	Discretionary
Half day 8.45-3.15	£84.80	N/A	N/A	N/A	Discretionary
Family - 50% off	£42.40	N/A	N/A	N/A	Discretionary
Full Week Full Day 8.30-6.00	£128.50	N/A	N/A	N/A	Discretionary
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£64.25	N/A	N/A	N/A	Discretionary
Half Day 10-4 or 9-3	£18.50	N/A	N/A	N/A	Discretionary
Half Day - Family members - 50% off	£9.25	N/A	N/A	N/A	Discretionary
Half Day - Full Week	£82.25	N/A	N/A	N/A	Discretionary
Half Day - Full Week - Family - 50% off	£41.10	N/A	N/A	N/A	Discretionary

Appendix 6 - Fees and Charges Schedule

CHERWELL					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed 2022-23 Fees (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
Full Day 8.30-6.00	£28.75	N/A	N/A	N/A	Discretionary
Full Day - Family membership price @ 50% off	£14.40	N/A	N/A	N/A	Discretionary
Full Week - Full Day	£133.65	N/A	N/A	N/A	Discretionary
Full Week - Full Day Family membership price @ 50% off	£66.80	N/A	N/A	N/A	Discretionary

OVER 50's					
Evergreens (Monday)	£3.05	£3.20	4.92%	£0.15	Discretionary
Evergreens (Tuesday)	£3.25	£3.40	4.62%	£0.15	Discretionary
Evergreens (Wednesday)	£3.85	£4.05	5.19%	£0.20	Discretionary

OTHER					
Parish Card (12 months)	£52.25	N/A	N/A	N/A	Discretionary
Shower	£4.35	£4.55	4.60%	£0.20	Discretionary
Spectator - Adult	£1.05	£1.10	4.76%	£0.05	Discretionary
Spectator - Junior / Senior	£1.05	£1.10	4.76%	£0.05	Discretionary
Mixed Leisure	£4.40	£4.60	4.55%	£0.20	Discretionary
Adult Badminton Course	£43.70	£43.82	0.27%	£0.12	Discretionary
No Strings	£3.80	£5.00	31.58%	£1.20	Discretionary

WHITELANDS FARM					
Fees and Charges	Fees 2021-22 (excl. VAT)	Proposed Fees 2022-23 (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
WHITELANDS FARM					
3G Pitch - Adult - Full Pitch - per hour	£84.00	£88.00	4.76%	£4.00	Discretionary
3G Pitch - Junior - Full Pitch - per hour	£47.00	£49.25	4.79%	£2.25	Discretionary
3G Pitch - Adult - Half Pitch - per hour	£52.00	£54.50	4.81%	£2.50	Discretionary
3G Pitch - Junior - Half Pitch - per hour	£31.00	£32.50	4.84%	£1.50	Discretionary
3G Pitch - Adult - Quarter Pitch - per hour	£31.00	£32.50	4.84%	£1.50	Discretionary
3G Pitch - Junior - Quarter Pitch - per hour	£21.00	£22.00	4.76%	£1.00	Discretionary
Walking Football - PAYG rate	£3.00	£3.15	5.00%	£0.15	Discretionary
Drop In - Adult - PAYG per player	£5.00	£5.25	5.00%	£0.25	Discretionary
Drop In - Junior - PAYG per player	£3.50	£3.65	4.29%	£0.15	Discretionary
Grass Pitch - Adult - Rugby - per hour	£46.00	£48.25	4.89%	£2.25	Discretionary
Grass Pitch - Junior - Rugby - per hour	£26.00	£27.25	4.81%	£1.25	Discretionary
Grass Pitch - Adult - Football - per hour	£46.00	£48.25	4.89%	£2.25	Discretionary
Grass Pitch - Junior - Football - per hour	£26.00	£27.25	4.81%	£1.25	Discretionary
3G Pitch - Adult - Full Pitch - per match	£125.00	£131.00	4.80%	£6.00	Discretionary
3G Pitch - 9 v 9 - per match	£40.00	£41.95	4.88%	£1.95	Discretionary
3G Pitch - Junior - Full Pitch - per match	£70.00	£73.40	4.86%	£3.40	Discretionary
Grass Pitch - Adult - Rugby - per match	£68.00	£71.30	4.85%	£3.30	Discretionary
Grass Pitch - Junior - Rugby - per match	£37.00	£38.80	4.86%	£1.80	Discretionary
Grass Pitch - Mini - Rugby - per match	£16.00	£16.80	5.00%	£0.80	Discretionary
Grass Pitch - Adult - Football - per match	£47.00	£49.30	4.89%	£2.30	Discretionary
Grass Pitch - Junior - Football - per match	£37.00	£38.80	4.86%	£1.80	Discretionary
Grass Pitch - Mini - Football - per match	£16.00	£16.75	4.69%	£0.75	Discretionary
Cricket Pitch - per match	£97.00	£101.70	4.85%	£4.70	Discretionary
Function Room - per meeting / per hour - one off	£27.00	£28.30	4.81%	£1.30	Discretionary
Function Room - regular bookings	£25.00	£26.20	4.80%	£1.20	Discretionary
Showers	£1.50	£1.60	6.67%	£0.10	Discretionary
Tennis - Adult - per hour	£7.00	N/A	N/A	N/A	Discretionary
Tennis - Junior- per hour	£4.00	N/A	N/A	N/A	Discretionary

Appendix 6 - Fees and Charges Schedule

WOODGREEN					
Fees and Charges	Fees 2020/21 (excl. VAT)	Proposed Fees 2022-23 (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
Bowling*					
Member Rink peak (2 hours)	£3.40	£3.50	3.02%	£0.10	Discretionary
Public Play	£2.95	£3.05	3.39%	£0.10	Discretionary
Link Play (per hour)	£1.65	£1.70	3.02%	£0.05	Discretionary
Learners (2 hours)	£3.80	£3.90	2.63%	£0.10	Discretionary
Disabled (per hour)	£1.65	£1.70	3.02%	£0.05	Discretionary
Membership Adult	£49.40	£50.90	3.04%	£1.50	Discretionary
New-to-bowls membership	£24.70	£25.45	3.02%	£0.75	Discretionary
Membership Junior	£15.00	£15.45	3.02%	£0.45	Discretionary
Junior Member peak (2 hours)	£1.85	£1.90	2.70%	£0.05	Discretionary
Junior Non Member peak (2 hours)	£3.70	£3.80	2.70%	£0.10	Discretionary
Bowls area wedding	£1,800.00	£1,855.00	3.06%	£55.00	Discretionary
Classes					
Fit 'N'Fifty block of 10	£24.80	£25.55	3.02%	£0.75	Discretionary
Fit 'N' Fifty	£3.10	£3.20	3.23%	£0.10	Discretionary
Fit 'N' Fifty LINK	£1.55	£1.60	3.02%	£0.05	Discretionary
Room Hire					
Meeting room 1 hour	£16.00	£16.50	3.13%	£0.50	Discretionary

Appendix 6 - Fees and Charges Schedule

WOODGREEN					
Fees and Charges	Fees 2020/21 (excl. VAT)	Proposed Fees 2022-23 (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
Swimming					
Adult session	£4.30	£4.40	2.33%	£0.10	Discretionary
Adult All Day	£8.40	£8.65	3.02%	£0.25	Discretionary
Junior session	£2.80	£2.90	3.57%	£0.10	Discretionary
Junior All Day	£5.20	£5.35	2.88%	£0.15	Discretionary
Senior Citizen	£2.80	£2.90	3.57%	£0.10	Discretionary
Senior All Day	£5.20	£5.35	2.88%	£0.15	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	£2.90	3.57%	£0.10	Discretionary
Family Ticket (2 adults, up to 3 children)	£13.35	£13.75	3.02%	£0.40	Discretionary
Block of 10 adult	£38.70	£39.60	2.33%	£0.90	Discretionary
Block of 10 adult all day	£75.60	£77.90	3.04%	£2.30	Discretionary
Block of 10 Junior/senior	£25.20	£25.95	2.98%	£0.75	Discretionary
Block of 10 junior/senior all day	£46.80	£48.20	2.99%	£1.40	Discretionary
Pool Hire (per hour)					
Main Pool	£134.00	£138.05	3.02%	£4.05	Discretionary
Club Hire	£46.50	£47.90	3.02%	£1.40	Discretionary
Gala	£168.00	£173.00	2.98%	£5.00	Discretionary
Party hire	£168.00	£173.00	2.98%	£5.00	Discretionary

Appendix 6 - Fees and Charges Schedule

WOODGREEN					
Fees and Charges	Fees 2020/21 (excl. VAT)	Proposed Fees 2022-23 (excl. VAT)	increase in %	increase in £	Statutory/ Discretionary?
FITNESS / GYM					
Single DD - FIXED	£26.00	£26.80	3.08%	£0.80	Discretionary
Single DD - FLEXI	£31.00	£31.95	3.06%	£0.95	Discretionary
Corporate (single) FIXED	£23.00	£23.70	3.04%	£0.70	Discretionary
Corporate (single) FLEXI	£28.00	£28.85	3.02%	£0.85	Discretionary
Gym casual admission	£6.60	£6.80	3.02%	£0.20	Discretionary
Shower (winter)	£2.00	£2.05	2.50%	£0.05	Discretionary
Junior Gym Session	£3.75	£3.85	2.67%	£0.10	Discretionary
Studio 1 hire per hour	£16.00	£16.45	2.81%	£0.45	Discretionary
Studio 2 hire per hour	£16.00	£16.45	2.81%	£0.45	Discretionary
Seniors Classes	£3.10	£3.20	3.23%	£0.10	Discretionary
Group Cycling	£6.20	£6.40	3.23%	£0.20	Discretionary
Fitness Classes (incl Zumba)	£6.10	£6.25	2.46%	£0.15	Discretionary

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Section 1: Summary details

Directorate and Service Area	All Directorates and Service Areas
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	This assessment sets out the overall impact that the budget and business planning proposals have on a range of equality and diversity characteristics, including the nine protected characteristics defined under the Equality Act 2010, and sets out any mitigations that have been put in place against possible negative impacts.
Is this a new or existing function or policy?	This impact assessment provides an overview of the 2022/23 budget and business planning proposals and so comments on changes to existing programmes as well as new proposals.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	<p>This assessment covers the overall budget and business planning proposal for Cherwell District Council and seeks to highlight key evidence and intelligence that the Council has used to assess the impact of its budget proposals on the nine protected characteristics set out in the Equality Act 2010. 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>An initial review of all proposals was completed by the corporate policy team to review the impact of savings and determine where mitigations would be required. Individual Equality Impact Assessments will be finalised following approval of budget proposals for any required policy change that could have a negative impact.</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>
Completed By	Emily Schofield, Acting Head of Strategy
Authorised By	
Date of Assessment	November 2021

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The Council’s budget and business planning proposals are designed to enable us to deliver the key priorities in our Business Plan to enable communities to thrive and businesses to grow. Our strategic priorities are:</p> <ul style="list-style-type: none"> - housing that meets your needs - leading on environmental sustainability - an enterprising economy with strong and vibrant local centres - healthy, resilient and engaged communities <p>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 a challenging budgeting and business planning process as set out in the main Budget and Business Planning reports.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>This impact assessment covers all savings proposals across Public Health and Wellbeing, Place and Growth, Commercial Development, Assets and Investment, Communities, Adults and Housing, Regulatory Services, Customers and Organisational Development. Details of proposals are set out in the main Budget and Business Planning proposals.</p> <p>Changes to fees and charges are addressed in the associated Fees and Chares schedule. Any increase to fees and charges may impact on those with more need to use a service, including due to an individual having one or more of the protected characteristics. Changes to fees and charges are proposed after consideration of inflation, service need, bench-marking and market opportunities. Where material service impact has been assessed from changes in charges these will be addressed through the equality impact assessment process that supports decision making on the budget and business planning report or the later specific decision making process associated with review and any subsequent proposed change.</p>
<p>Evidence / Intelligence</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>

Appendix 7 – Equalities and Climate Impact Assessment

<p>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 on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<ul style="list-style-type: none"> • Using the Oxfordshire Joint Strategic Needs Assessment (JSNA) of health and wellbeing needs, and the associated Equalities Briefing and Cherwell District Profile to consider the impact of proposals as they are drawn up and in the development of this overarching assessment. The Council’s JSNA can be found here; • A public consultation process, the results of which are published alongside the Budget and Business Planning proposals; • A democratic process including agreement of proposals by Executive, analysis and comment on those proposals by Budget and Business Planning Committee, and adoption of the budget by Full Council. Each of these stages provides an opportunity to invite comment and engagement from the public and representatives of particular organisations or population groups.
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	

Section 3: Impact Assessment - Protected Characteristics

Age: In mid-2020 there were 151,800 residents in the Cherwell district, 3,829 of which were aged 85+. Cherwell’s population is ageing with the 85+ population predicted to increase by 88% by 2037. There were 43,153 people aged under 25 in Cherwell in 2019 (28.5% of the total population), this is slightly lower than the figure for the rest of the county where around 30.5% of the population is aged under 25.

There are have been no specific issues identified as likely to arise as a result of these proposals.

Disability: Around 19% of the South East population have a disability, Oxfordshire is slightly lower than the regional average at 13%. As of 1 April 2020, there were 1,672 adults receiving long term social care for learning disabilities in Oxfordshire from Oxfordshire County Council Adult Social Care services. In 2020 73,600 adults were diagnosed with depression of which 18,093 were in Cherwell.

The proposal to increase car parking charges are uniform so no bias is made to any member of the community. Those resident on the Blue Badge scheme will not be affected by this proposal.

Gender Identity: There is limited information available on gender identity and data at a local level is not available. During the 2019-20 financial year, there were 445 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 were 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 1,791 live births in Cherwell in 2020 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.

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 2017 in Oxfordshire there were 3,224 marriages of opposite sex couples and 79 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.

	<p>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.</p> <p>No specific issues relating to race have been identified as likely to arise as a result of these proposals.</p> <p>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.</p> <p>No specific issues relating to religion or belief have been identified as likely to arise as a result of these proposals.</p> <p>Sex: In Cherwell in 2019 there were 75,832 females (50.3%) and 74,671 (49.6%) males. There are no proposals which impact sex and subsequently there are no specific issues identified as likely to arise as a result of these proposals.</p> <p>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.</p> <p>No specific issues relating to sexual orientation have been identified as likely to arise as a result of these proposals.</p> <p>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. This impact assessment has identified no specific impact of our budget and business planning proposals on rural communities.</p> <p>Armed Forces: In April 2020 there were 9,360 regular armed forces personnel stationed in Oxfordshire and as of March 2020 there were 6,623 recipients of pensions/compensation under the Armed Forces Pension Scheme, War Pension Scheme and Armed Forces Compensation Scheme in the county. This impact assessment has identified no specific impact of our budget and business planning proposals on the Armed Forces.</p>
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Carers: In 2019-20 there were a total of 4,540 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 13,354 unpaid carers in Cherwell. No specific issues relating to carers have been identified as likely to arise as a result of these proposals.

Care 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.

No specific issues relating to areas of social deprivation have been identified as likely to arise as a result of these proposals.

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. All proposals that will have an impact, positive or negative, on any protected characteristic or on rural communities, armed forces, carers or areas of social deprivation, will have an individual EIA completed alongside policy development, to ensure full compliance to our commitment to Equality, Diversity and Inclusion.

Appendix 8

2022/23 Cherwell District Council budget consultation report

This report sets out the key findings from Cherwell District Council's budget consultation, carried out between 2 December 2021 and 4 January 2022, to support the 2022/23 budget and business planning setting process.

Executive summary

In total, the council received **176** completed online survey responses.

Respondent profile

- 159 survey respondents identified themselves as Cherwell residents.
- Seventeen were identified as other stakeholders: parish or town councillors or representatives, non-residents, business representatives, council employees, and anonymous.

Approach to savings

- A clear majority of respondents (138) **disagreed with reducing spending on frontline services**, with only nineteen actively agreeing.
- Survey respondents' **top three approaches to making savings** from the list provided, were:
 - Reducing staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs (chosen 146 times as a top three approach).
 - Reduce costs by using digital technology to deliver services more efficiently (chosen 146 times as a top three approach).
 - Reduce spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies (chosen 141 times as a top three approach).

Council tax

- Over half (57 per cent) of the **survey respondents** (101 survey respondents) said yes, they were prepared to support the proposed council tax increase council tax by £5 per year for the average Band D property, whereas just over a third, 36 per cent said no (64 survey respondents). Six per cent (11 survey respondents) did not know.
- Focusing specifically on how **Cherwell residents** responded to the proposed council tax increase, 56 per cent said yes, they supported this increase (89 respondents), whereas 40 per cent (63 respondents) said no they did not. Four per cent (seven respondents) did not know.

Council priorities

- Of the council's four themes, respondents deemed the following priorities to be the **most important** for the council to concentrate on:
 - Healthy, resilient and engaged communities (chosen 98 times as a top two priority)
 - Leading on environmental sustainability (chosen 89 times as a top two priority)
 - An enterprising economy, with strong and vibrant local centres (chosen 88 times as a top two priority)
- Housing that meets your needs was a less popular choice (chosen 66 times as a top two priority).

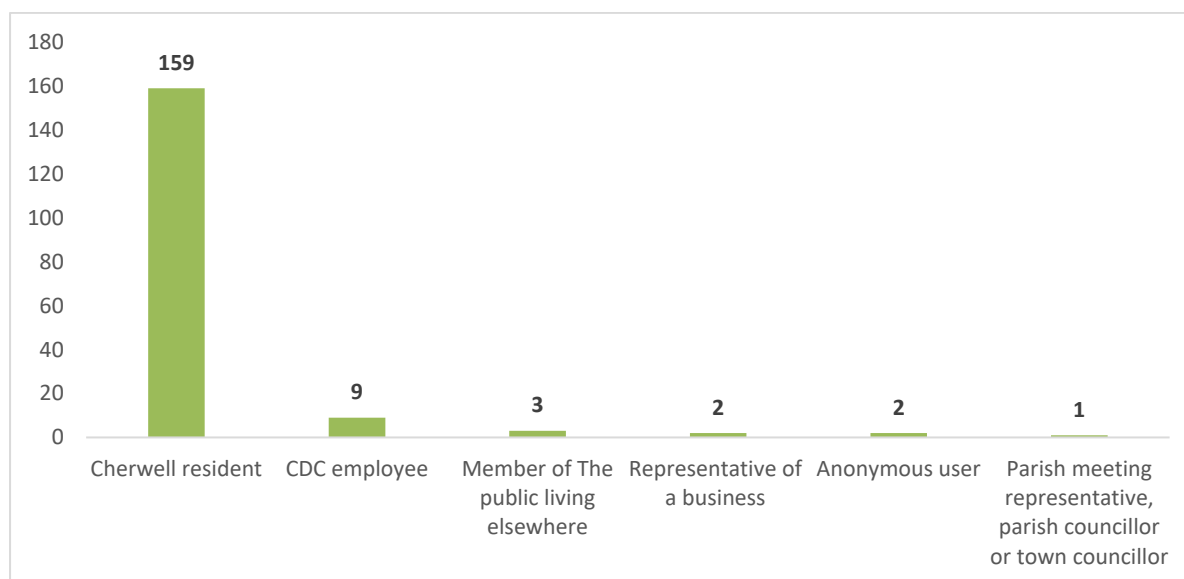
Approach

1. Between 2 December 2021 and 4 January 2022, the council invited comments on its budget proposals for 2022/23, including its proposed council tax increase. Residents and stakeholders were also signposted to a supporting consultation booklet for background information and to the published budget reports.
2. Feedback was primarily collated using an online survey on the council's digital consultation and engagement platform, Let's Talk Cherwell, with residents and stakeholders also being able to submit comments by email. A small number of paper copies of the consultation booklet and promotional posters were distributed to libraries across the district and arrangements were put in place to supply information in alternative formats 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, the website, advertising) and to staff and councillors to help them spread the word. The social media posts stimulated some comments. Where genuine questions were raised, we responded to clarify any misunderstandings and provide helpful information.

Responses and feedback

4. In total, the council received **176** online survey responses and **two** email responses, which were both from stakeholders. These are summarised after the responses to the online survey at the end of the report. Not everyone answered each question in the online survey (as was permitted) and the data in this report focuses on the total number of people who answered each question.
5. Seventeen were identified as other stakeholders: parish or town councillors or representatives, non-residents, business representatives, council employees, and anonymous. A full breakdown of who responded to the survey is shown in the chart below.

Chart 1: Profile of survey respondents



6. In terms of the demographic profile of respondents (where information was provided):
 - Slightly more men (87 people or 49 per cent) than women (70 people or 40 per cent) completed the survey.
 - People of all ages responded to the online survey. Sixty-nine respondents (or 39 per cent) said they were aged 44 years or under, including one person who said they were aged under twenty-four. Ninety-five survey respondents (or 54 per cent) said they were aged over 45 years, including 26 who were aged 65 years or over.
 - The majority 140 of the survey respondents (or 80 per cent) are white British, Irish, Scottish or any other white background, while all other ethnicities made up a very small proportion (12 people or seven per cent).

7. This consultation feedback will be shared as follows:
 - This consultation report will be shared with all councillors and forms part of the budget papers for Executive to consider on 7 February.
 - The report will be published on the council's digital consultation and engagement platform, Let's Talk Cherwell. This will be supplemented by a 'you said, we did' update on Let's Talk Cherwell after decisions have been made.
 - A deposit of all consultation responses (suitably redacted to comply with GDPR) will be compiled and made available for all councillors to review on the members' portal.

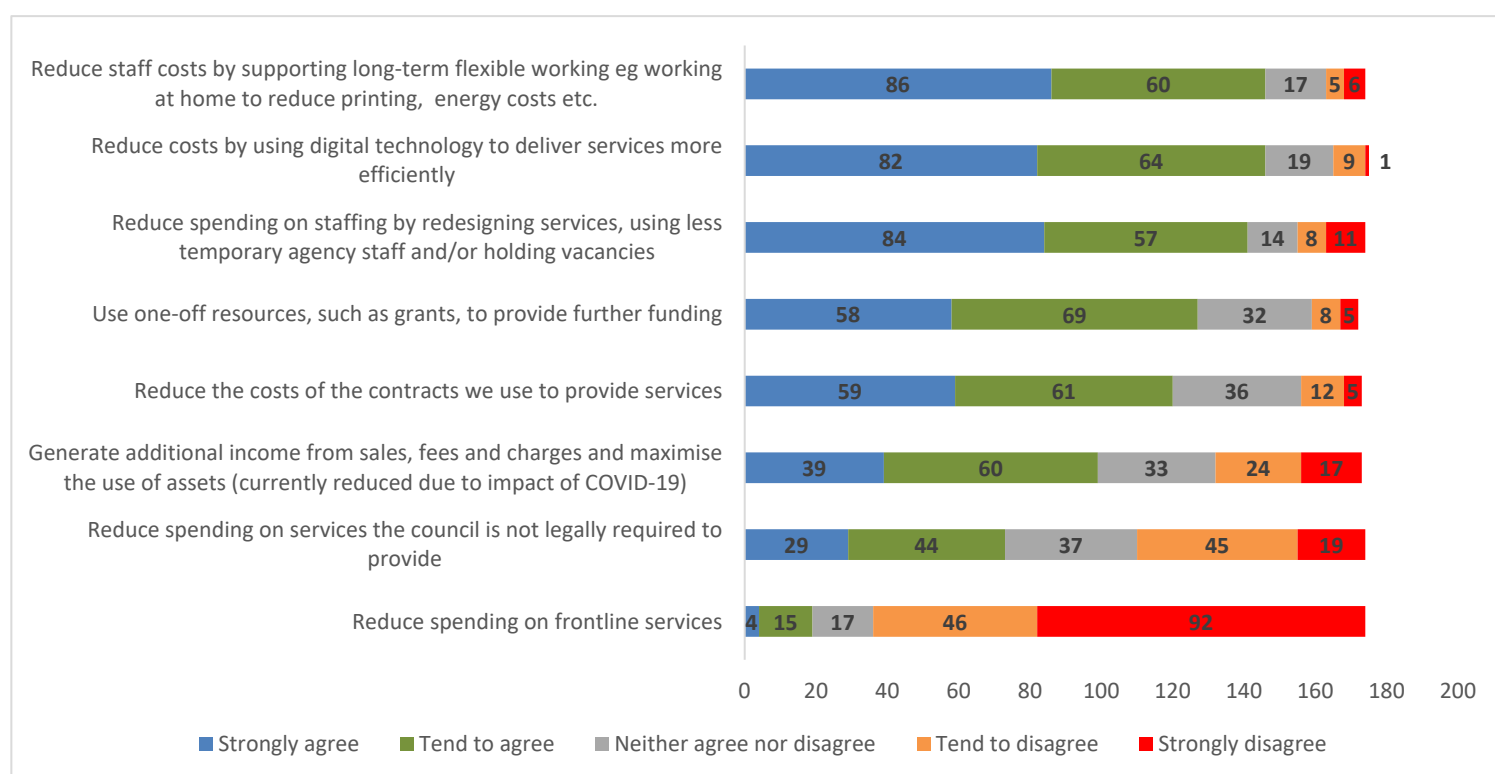
Approach to savings

8. Survey respondents were informed that 'Cherwell District Council alongside all other local authorities faces an uncertain funding situation. In 2021/22, a combination of national and local factors came together to present significant financial challenges for the council, which resulted in us needing to make

savings of £4.4 million. This year, the challenge remains meaning we need to make new savings of £2.6 million in 2022/23'.

9. They were then presented with eight different approaches the council could take to make savings. We asked, 'How strongly do you agree or disagree with each of the following?' A rating scale was set for: strongly agree; tend to agree; neither agree nor disagree; tend to disagree; strongly disagree.
10. The chart below shows the spread of responses across the eight options. It has a base of 176 respondents and is ranked in descending order of total agreement. Please note that it shows the number of responses not percentages

Chart 2: Views on all proposed approaches to making savings



11. A clear majority of respondents (138) **disagreed with reducing spending on frontline services**, with only nineteen actively agreeing.

12. Respondents were also **less receptive** to the council reducing spending on services the council is not legally required to provide – to note though, however, more agreed (73) than disagreed (64). Forty-one respondents disagreed with the proposed approach to create additional income from sales, fees and charges and maximise the use of assets (currently reduced due to the impact of COVID-19). Thirty-seven were undecided, saying they neither agreed nor disagreed, and 99 agreed.

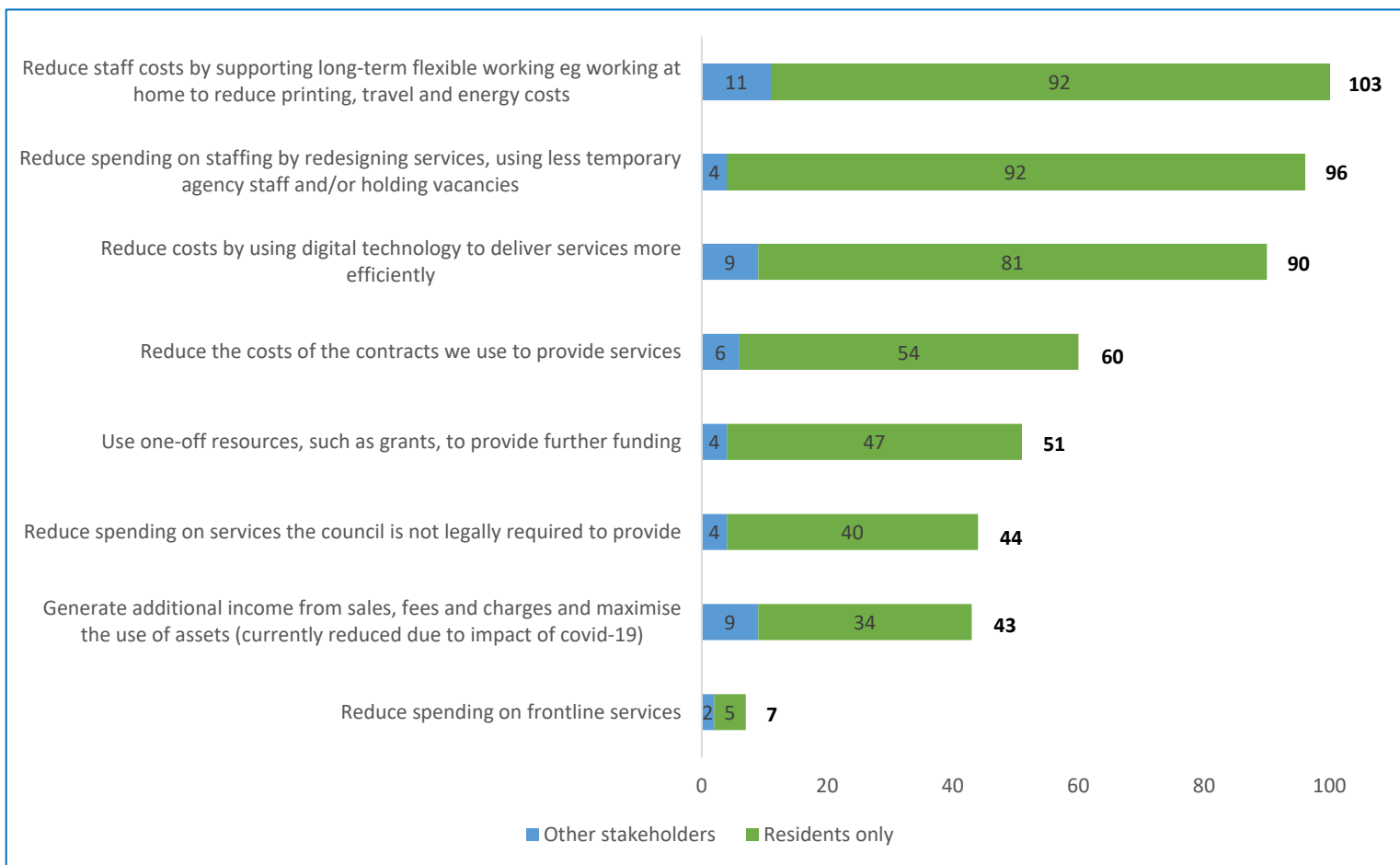
13. Respondents were **most receptive** to the council using the following three proposed approaches.
- Reducing staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs (146 agreed, including 86 who strongly agreed).
 - Reducing costs by using digital technology to deliver services more efficiently (146 agreed, including 84 who strongly agreed).
 - Reducing spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies (141 agreed, including 84 who strongly agreed).
14. We offered survey respondents the opportunity to **suggest their own approaches** to making savings and 32 responders shared their thoughts with us. Comments with three or more mentions are shown in table 1 below.

Table 1: Suggestions put forward by survey respondents for making savings

Comment	Mentions
Restructure staff	7
Sell Bodicote House (Cherwell District Council HQ)	5
Critical of Castle Quay	5
Improve efficiencies	4
Reform tax	4
Scrap or realign Cherwell District Council	4
Cut staff salaries	3

15. All councillors will be able to view the full feedback in the consultation deposit should they wish.
16. When respondents were asked to select their **top three approaches**, these were:
- a. Reducing staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs (chosen 103 times as a top three approach).
 - b. Reducing spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies (chosen 96 times as a top three approach).
 - c. Reducing costs by using digital technology to deliver services more efficiently (chosen 90 times as a top three approach).
17. These preferences are consistent with the previous question (chart 2 shown above). Reducing spending on frontline services remains the least preferred approach, only chosen seven times as a top three approach.
18. The stacked bar chart below, which has a base of 165 respondents, shows survey respondents' top three preferences in rank order. The bars give the total number of times the approach was selected as a top three approach and how it is split between Cherwell residents and other stakeholders.

Chart 3: Top three preferred proposed approaches to making savings



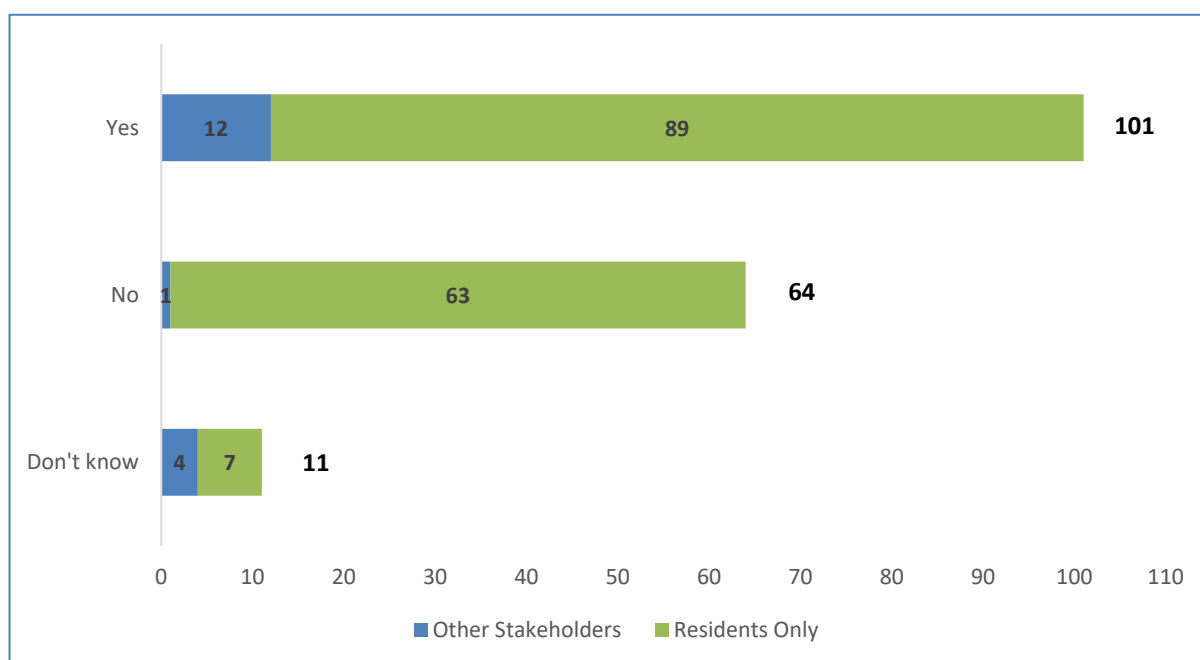
Proposed council tax increase

19. We informed people that in 2022/23, Cherwell District Council is proposing to increase council tax by £5 per year for the average Band D property. This works out at less than 10p per week and is the maximum amount the government will currently allow. We asked people if they would be prepared to support this proposed increase.

20. Over half (57 per cent) of the **survey respondents** (101 survey respondents) said yes, they were prepared to support the proposed council tax increase council tax by £5 per year for the average Band D property, whereas just over a third, 36 per cent said no (64 survey respondents). Six per cent (11 survey respondents) did not know.

21. The stacked bar chart below, which has a base of 176 respondents, shows how people responded. The bar gives the total percentage and how it is split between Cherwell residents and other stakeholders.

Chart 4: Would you be prepared to support the proposed council tax increase? (All respondents)



22. Focusing specifically on how **Cherwell residents** responded to the proposed council tax increase, 56 per cent said yes they supported this increase (89 respondents), whereas 40 per cent (63 respondents) said no they did not. Four per cent (seven respondents) did not know.

23. 101 respondents gave further feedback to support their response. The main themes are summarised in the table below, shown in rank order of comments per theme.

Table 2: Comments to support response to council tax question

Comment	Mentions
Happy to pay for good services	30
Services don't justify	16
Taxed enough already	12
Can't afford	12
Garden waste increases a factor	8
Cut costs	5
Not enough information	3

24. The comments shared were consistent with the response they had given to the previous question about the proposed council tax increase, for example:

- Those who said yes they would pay the extra £5, said they agreed on the proviso that it was essential to maintain services.
- Those who said they were happy to pay for good services had said yes, though questioned if everyone could afford it.
- Those that said they couldn't afford it or the services didn't justify the increase had said no.

- d. Those that commented that they didn't have enough information or asked, "For how long?" had responded don't know.

25. All councillors will be able to view the full feedback in the consultation deposit should they wish.

General comments on the council's budget proposals

26. All survey respondents were given the opportunity to provide comments on our budget proposals. Although signposted to the full budget papers as published on the council website, some people used this opportunity to make more general comments.

27. Table 3 summarises the key themes shared. All councillors will be able to view the full feedback in the consultation deposit should they wish.

Table 3: Most frequently mentioned comments put forward

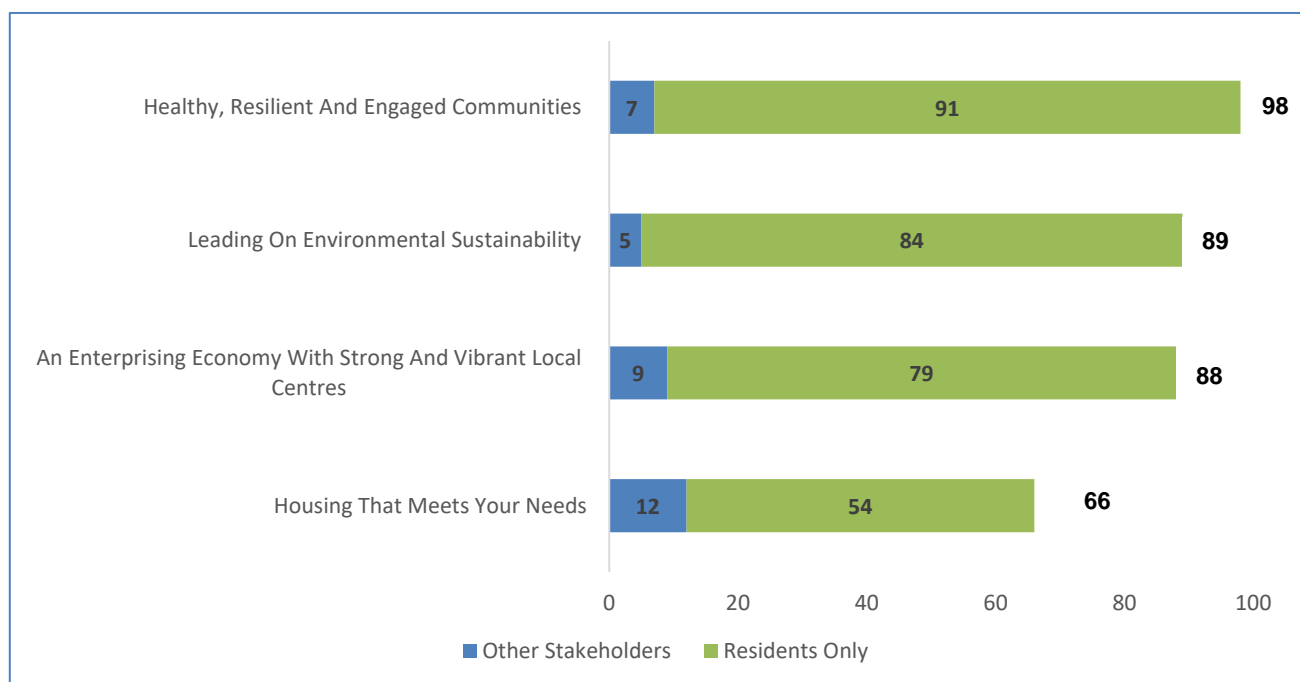
Comment	Mentions
Maintain frontline services	4
Maintain CCTV	3
Cut car parking fees	3
Long term thinking	3
Cut salaries	2
Need long term thinking	2

Shaping our business plan

28. Survey participants were told that every year the council reviews its priority themes as part of its budget setting process. Taking account of the council's four priorities as they currently stand in the council's business plan, they were asked which **two** they consider to be most important for the council to concentrate on.

29. The stacked bar chart below, which has a base of 170 respondents, shows how people responded. The bars give the total number of times a priority was chosen as a top two theme and how it is split between Cherwell residents and other stakeholders.

Chart 5: Preferred priorities



30. Of the council’s four themes, respondents deemed the following priorities to be the **most important** for the council to concentrate on:
- Healthy, resilient and engaged communities (chosen 98 times as a top two priority).
 - Leading on environmental sustainability (chosen 89 times as a top two priority).
 - An enterprising economy, with strong and vibrant local centres (chosen 88 times as a top two priority).

Housing that meets your needs was overall a less popular choice (chosen 66 times as a top two priority).

31. 23 respondents gave further feedback as to clarify their specific selections. These are show in table 4 below.

Table 4: Comments to support response to priorities question

Comment	Mentions
Questioning the building of housing	7
Caring for the vulnerable is important	3
Stressed importance of public safety	2
Stressed importance of education	2

32. All councillors will be able to view the full feedback in the consultation deposit should they wish.

21 January 2022

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Comments from Budget Planning Committee

Meeting of 9 December 2021 – consideration of Budget Proposals 2022/23 - 2026/27.

There were no specific recommendations to Executive.

Additional information requested:

- a copy resident's survey questions and a demographic breakdown of the respondents.
- Details of the Leisure facilities review and savings
- information on the economic impact and health benefits to the district of the Women's Tour Cycling Race.
- In relation to the car parking Equality and Climate Impact Assessment, details of the metrics used to choose car parks in the assessment
- details of services offered at the Bicester and Kidlington link points prior to their closure due to the Covid 19 pandemic

Other items discussed:

- CCTV
- Dog fouling bags

Proposed Capital Bids

That, having given due consideration, Executive were advised that the Budget Planning Committee endorse the proposed capital bids, for inclusion as part of the 2022/23 budget proposal.

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Appendix 10 - Gross Budget, Income, Net Budget and Future Years MTFS Changes by Directorate

Directorate	Gross Expenditure 2022/23 £m	Gross Income 2022/23 £m	Total 2022/23 £m	Net Change to 2023/24 £m	Net Change to 2024/25 £m	Net Change to 2025/26 £m	Net Change to 2026/27 £m	Net Budget at end of Period 2025/26 £m
CDA&I	6.712	(7.088)	(0.377)	(2.190)	(0.500)	0.401	(0.068)	(2.734)
CODR	33.282	(26.769)	6.513	(0.039)	(0.222)	(0.031)	(0.031)	6.190
Environment & Place	17.975	(11.830)	6.145	(1.026)	(0.557)	(0.219)	(0.378)	3.965
Housing	4.011	(2.361)	1.651	(0.284)	(0.002)	(0.032)	(0.003)	1.330
Wellbeing	3.245	(1.555)	1.690	(0.086)	0.006	(0.047)	(0.036)	1.527
Service Sub-Total	65.225	(49.604)	15.622	(3.625)	(1.275)	0.072	(0.516)	10.278
Corporate Costs	10.262	(6.022)	4.240	1.279	1.134	2.148	1.089	9.890
Policy Contingency	3.630	0.000	3.630	(2.450)	0.525	0.525	0.525	2.755
Cost of Services	79.118	(55.626)	23.492	(4.797)	0.384	2.745	1.098	22.923
Council Tax	0.000	(8.511)	(8.511)	(0.043)	(0.455)	(0.411)	(0.407)	(9.827)
Business Rates	31.068	(42.466)	(11.398)	6.754	(0.306)	(0.233)	(0.025)	(5.208)
New Homes Bonus	0.000	(3.462)	(3.462)	3.462	0.000	0.000	0.000	0.000
Revenue Support Grant	0.000	(0.121)	(0.121)	0.121	0.000	0.000	0.000	0.000
Funding Sub-total	31.068	(54.560)	(23.492)	10.294	(0.761)	(0.644)	(0.432)	(15.035)
Total	110.186	(110.186)	0.000	5.498	(0.377)	2.101	0.666	7.888

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Appendix 11 - Budget Book

Directorate	Service	Division	Gross		Net Expenditure / (Income)
			Expenditure	Gross Income	
			£m	£m	£m
CDA&I	Law and Governance	Civic Ceremonies	0.003	-	0.003
		Democratic	0.626	-	0.626
		Elections	0.226	(0.014)	0.212
		Legal	0.755	(0.050)	0.705
		Law and Governance Total	1.610	(0.064)	1.546
	Procurement and Contracts	Procurement	0.162	-	0.162
		Procurement and Contracts Total	0.162	-	0.162
	Property Investment Contract	Property	2.165	(2.521)	(0.356)
		Property Investment Contract Total	2.165	(2.521)	(0.356)
	Regulatory Services	Enforcement	0.268	(0.035)	0.233
		Environment Health Licensing	1.228	(0.237)	0.992
		Licensing	0.254	(0.366)	(0.112)
		Regulatory Services Total	1.750	(0.637)	1.112
Castle Quay Development	Castle Quay Development	1.026	(3.866)	(2.840)	
	Castle Quay Development Total	1.026	(3.866)	(2.840)	
CDA&I Total			6.712	(7.088)	(0.377)
CODR	Comms, Strategy and Insight	Communications and Media	0.250	(0.020)	0.230
		Insight and Corporate Progs	0.311	-	0.311
		Strategy	0.113	-	0.113
		Comms, Strategy and Insight Total	0.674	(0.020)	0.654
	Digital and IT	Information Technology	1.423	(0.188)	1.235
		Digital and IT Total	1.423	(0.188)	1.235
	Finance	Finance	2.063	(0.072)	1.991
		Fraud Team	0.068	-	0.068
		Revenue and Benefits	26.982	(26.191)	0.792
		Finance Total	29.113	(26.263)	2.850
	Human Resources	HR OD and Payroll	0.822	-	0.822
Human Resources Total		0.822	-	0.822	
Customer Services and Land Charges	Contract Centre Services	1.250	(0.298)	0.952	
	Customer Services and Land Charges Total	1.250	(0.298)	0.952	
CODR Total			33.282	(26.769)	6.513
Environment and Place	Environment and Waste	Car Parks	1.028	(2.438)	(1.409)
		Environment and Waste	0.259	-	0.259
		Landscaping	2.022	(0.975)	1.047
		Street Cleansing	1.601	(0.386)	1.215
		Vehicle Maintenance and MOTs	1.054	(0.992)	0.062
		Waste and Recycling	6.017	(3.133)	2.884
		Environment and Waste Total	11.982	(7.925)	4.057
	Growth and Economy	AD Econ Regen	0.105	-	0.105
		Affordable Rents	0.172	(1.190)	(1.018)
		Bicester Regen Programme	0.572	(0.002)	0.570
		Economic Dev	0.351	-	0.351
		Growth Deal	0.204	-	0.204
		Shared Ownership	0.375	(0.285)	0.090
		Transport Delivery	0.034	-	0.034
	Growth and Economy Total	1.813	(1.477)	0.336	
Planning and Development	Building Control	0.495	(0.440)	0.055	
	Conservation	0.148	-	0.148	
	Development Control	2.416	(1.989)	0.427	
	Planning Policy	1.122	-	1.122	
Planning and Development Total	4.180	(2.428)	1.752		
Environment and Place Total			17.975	(11.830)	6.145
Housing	Housing and Social Care Comm	Housing Needs	1.014	(0.132)	0.882
		Private Sector Housing	0.553	(0.295)	0.258
		Strategic Housing	2.445	(1.934)	0.511
		Housing and Social Care Comm Total	4.011	(2.361)	1.651
Housing Total			4.011	(2.361)	1.651
Wellbeing	Healthy Shaping Place	Healthy Place Shaping	0.261	(0.010)	0.251
		Healthy Shaping Place Total	0.261	(0.010)	0.251
	Wellbeing	Communities	1.276	(0.002)	1.274
		Leisure	0.502	(0.335)	0.168
		Sport	1.207	(1.209)	(0.002)
	Wellbeing Total	2.984	(1.545)	1.439	
Wellbeing Total			3.245	(1.555)	1.690
Services Sub-total			65.225	(49.604)	15.622
Corporate Costs	Corporate Costs	Corporate Costs	10.262	(6.022)	4.240
		Corporate Costs Total	10.262	(6.022)	4.240
Corporate Costs Total			10.262	(6.022)	4.240
Policy Contingency	Policy Contingency	Policy Contingency	3.630	-	3.630
		Funding Total	3.630	-	3.630
	Funding Total			3.630	-
Net Cost of Services			79.118	(55.626)	23.492

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Appendix 12 - Government Grants Income

Directorate	Grant Name	£m
Adults and Housing Services	Homeless Prevention Grant	(0.500)
	Syrian Refugee Initiative	(1.434)
Customer Org Dev and Resources	NDR Cost of Collection Allowance	(0.231)
	Rent Allowances	(25.103)
Executive Matters	New Burdens Grant DLUHC	(0.228)
	Lower Tier Services Grant	(1.049)
	Services Grant	(0.263)
Government Grants Sub-total		(28.809)
Funding	Business Rates Retained Scheme	(2.808)
	New Homes Bonus	(3.462)
	Revenue Support Grant	(0.121)
Grants Grants Grand Total		(35.200)

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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 purpose¹. Where earmarked reserves are no longer required for their original purpose or are not expected to be spent over the medium term they should be reviewed and a decision made on using for alternative purposes.

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

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

3.3. Revenue Grant Related Reserves

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

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

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

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

3.4. Capital Reserves:

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

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

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

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

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

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

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

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

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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Appendix 14 - General Balances Risk Assessment

Risk	Mitigation	Likelihood	Probability Weighted potential impact
Business Rates Appeals being 1% Greater than current assumptions	Provision has been made for a prudent level of appeals.	15%	0.300
Business Rates Growth Forecasts optimistic	Business rates forecast based on latest intelligence of businesses included on the ratings list.	25%	0.250
Council Tax growth forecasts optimistic	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 the current level of CTS claimants continues.	25%	0.038
Outcome of the Government Fair Funding 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%	0.510
Inflation runs at higher than rate assumed in MTFS	Budget assumes inflationary impacts.	50%	0.125
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%	1.900
Reductions in car park income linked to Covid 19	The Council is reviewing its car parking charges as part of the 2022/23 budget with a view to maximising the amount of income it can generate. A reduction in the base income assumptions has also been factored into the budget.	25%	0.150
Commercial Risk	Regular reviews take place of the Council's commercial interests and the latest estimates have been used when setting the budget.	25%	1.450
Loans, Guarantees and Bonds	Regular reviews take place with the companies that loans and guarantess are given to in order to ensure that they are on a stable financial footing.	1%	1.000
Exceeding the 5% Partial Exemption VAT limit	VAT Returns are carried out monthly to HMRC and the VAT position monitored appropriately.	25%	0.100
Total			6.054

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Appendix 15 Reserves Forecast

Category	Description	Owner	Description on record	Actual Closing Balance 31 March 2021	2021/22 Forecast				Expected Use over MTFS Period					Expected Balance 1 April 2027
					Forecast Transfer TO Reserves	Forecast Transfer FROM Reserves	S151 Review of Reserves	Forecast Balance 1 April 2022	2022/23	2023/24	2024/25	2025/26	2026/27	
				£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
	General Balances													
General Balances	General Fund Balance	Michael Furness	Strategic corporate purposes and risk management	(5.520)	0.000	0.000		(5.520)	(0.500)	0.000	0.000	0.000	0.000	(6.020)
	Earmarked Reserves													
Earmarked Reserves	Building Control	Bill Cotton	To manage the trading account for Building Control	(0.024)	0.000	0.000		(0.024)	0.024	0.000	0.000	0.000	0.000	0.000
Earmarked Reserves	Country Park Reserve	Bill Cotton	This reserve is used to fund major improvement works at the Country Parks	(0.100)	0.000	0.050		(0.050)	0.025	0.025	0.000	0.000	0.000	0.000
Earmarked Reserves	Elections	Richard Webb	The reserve has been set up to recognise that standalone district elections are now annual in all wards.	(0.158)	0.000	0.090		(0.068)	0.000	0.000	0.000	0.000	0.000	(0.068)
Earmarked Reserves	Licensing	Richard Webb	This reserve holds licensing receipts to offset future costs related to the council's licensing responsibilities.	(0.161)	0.000	0.000		(0.161)	0.040	0.030	0.030	0.030	0.000	(0.031)
Earmarked Reserves	Local Plan Charges	Bill Cotton	The reserve has been created to fund the one-off costs associated with the provision of the Local Plan	(0.249)	0.000	0.048		(0.201)	0.050	0.151	0.000	0.000	0.000	0.000
Earmarked Reserves	Planning Control	Bill Cotton	This Appeals and Legal Challenge balancing reserve will be used to fund the costs associated with challenges to planning decisions which exceed budget provisions	(0.259)	0.000	0.000		(0.259)	0.050	0.000	(0.050)	0.000	0.000	(0.259)
Earmarked Reserves	Pensions Deficit	Michael Furness	To mitigate the cost of the pension deficit at the next triennial review	(0.054)	(1.675)	0.000		(1.729)	(1.675)	3.325	(1.675)	(1.675)	3.325	(0.104)
Earmarked Reserves	Bicester reserve	Bill Cotton	To assist the Council with funding Bicester projects	(0.183)	0.000	0.000		(0.183)	0.000	0.050	0.050	0.050	0.000	(0.033)
Earmarked Reserves	Transformation and Projects Reserve	Steve Jorden	This reserve will be used to cover the costs of transformation projects across the council.	(3.925)	0.000	0.129		(3.796)	0.000	0.000	0.000	0.000	0.000	(3.796)
Earmarked Reserves	Health & Safety - Public Food	Richard Webb	Funds from services delivered on a cost recovery basis by Health Protection & Compliance to support the continuation of these services alongside core statutory work	(0.030)	0.000	0.000		(0.030)	0.020	0.000	0.000	0.000	0.000	(0.010)
Earmarked Reserves	Bicester Depot	Bill Cotton	Virement to move overspends from property for new Bicester Depot	(0.015)	0.000	0.015		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Earmarked Reserves	Carry Forwards from 20/21	Various	Fully distributed; no longer required.	(0.144)	(0.015)	0.144	0.015	(0.000)	0.000	0.000	0.000	0.000	0.000	(0.000)
Earmarked Reserves	Dilapidations	Steve Jorden	To cover the costs of returning a commercial unit to the rental market at the end of the lease term	(0.250)	(0.100)	0.000		(0.350)	0.075	(0.025)	(0.025)	(0.025)	(0.025)	(0.375)
Earmarked Reserves	Capital Reserve	Michael Furness	Revenue contributions to fund capital expenditure.	(3.000)	0.000	0.180		(2.820)	1.200	0.000	0.000	0.000	0.000	(1.620)
Earmarked Reserves	Projects	Michael Furness	A pot for small uses identified during the year.	(1.906)	0.000	0.284	(0.757)	(2.378)	(1.036)	0.000	0.000	0.000	0.000	(3.414)
Earmarked Reserves	Redundancy Reserve	Michael Furness	To cover the costs of potential future redundancies.	(1.000)	0.000	0.250		(0.750)	(0.250)	0.000	0.000	0.000	0.000	(1.000)

Category	Description	Owner	Description on record	Actual Closing Balance 31 March 2021	2021/22 Forecast				Expected Use over MTFS Period					
					Forecast Transfer TO Reserves	Forecast Transfer FROM Reserves	S151 Review of Reserves	Forecast Balance 1 April 2022	2022/23	2023/24	2024/25	2025/26	2026/27	Expected Balance 1 April 2027
Earmarked Reserves	Commercial Risk Reserve	Michael Furness	To be used to manage the in-year budget if commercial income pressures arise.	(4.404)	0.000	0.000		(4.404)	0.000	0.000	(0.462)	(0.916)	(1.388)	(7.170)
Earmarked Reserves	Growth Deal	Bill Cotton		(1.297)	0.000	0.000	0.742	(0.555)	0.204	0.000	0.000	0.000	0.000	(0.351)
Earmarked Reserves	Castle Quay Development	Michael Furness	To support the capital development of Castle Quay.	(3.500)	0.000	0.000		(3.500)	3.500	0.000	0.000	0.000	0.000	0.000
Earmarked Reserves	DOVECOTE MILCOMBE	Steve Jordan	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(0.032)	0.000	0.000		(0.032)	0.000	0.000	0.000	0.000	0.000	(0.032)
Earmarked Reserves	Bicester Youth Bus	Claire Taylor	Supporting the cultural development of the town over the medium term through Bicester Festival	(0.030)	0.000	0.000		(0.030)	0.010	0.008	0.008	0.005	0.000	0.000
Earmarked Reserves	Sport and Physical Activities	Claire Taylor	Supporting programmes targetting deprivation and lack of access to opportunities for physical activity	(0.055)	(0.015)	0.000		(0.070)	0.000	0.000	0.070	0.000	0.000	0.000
Earmarked Reserves	Courtyard Youth Arts	Claire Taylor	The reserve is used to fund projects at the Courtyard through Oxfordshire Youth Arts Partnership Trust	(0.009)	0.000	0.000		(0.009)	0.003	0.003	0.003	0.000	0.000	0.000
Earmarked Reserves	Housing Reserve	Stephen Chandler / Bill Cotton	This reserve supports work within Housing and Planning to support one-off costs associated with growth within the district.	(0.322)	0.000	0.000		(0.322)	0.000	0.000	0.000	0.000	0.000	(0.322)
Earmarked Reserves	Home Improvement Agency	Stephen Chandler	This reserve is for covering the costs of Home Improvement Agency Projects as required	(0.221)	0.000	0.011		(0.210)	0.021	0.028	0.029	0.000	0.000	(0.132)
	Revenue Grants				0.000	0.000								
Revenue Grants	Eco Town Revenue	Bill Cotton	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(0.000)	0.000	0.000		(0.000)	0.000	0.000	0.000	0.000	0.000	(0.000)
Revenue Grants	S31 Reserve	Michael Furness	S31 grants received in advance to aid councils' cashflow	(23.897)	(10.757)	22.867		(11.787)	10.324	0.000	0.000	0.000	0.000	(1.463)
Revenue Grants	Covid 19 Reserve	Michael Furness	First tranche of government compensation grant	0.000	(1.616)	0.000		(1.616)	0.000	0.000	0.000	0.000	0.000	(1.616)
Revenue Grants	COMF - Customer Services	Mark Haynes		(0.015)	0.000	0.000		(0.015)	0.000	0.000	0.000	0.000	0.000	(0.015)
Revenue Grants	COMF - general allocation remainder of £913k	Michael Furness		(0.004)	0.000	0.000		(0.004)	0.000	0.000	0.000	0.000	0.000	(0.004)
Revenue Grants	COMF - Targeted Comms	Susannah Wintersgill		(0.025)	0.000	0.025		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COMF - Wellbeing	Nicola Riley		(0.430)	0.000	0.430		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COMF Active Travel Dr Bike	Rosie Rowe		(0.007)	0.000	0.007		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COMF COVID Compliance	Richard Webb	Allocation of the COMF for COVID compliance and business support in 2021/22	(0.200)	0.000	0.200		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COMF Enable Covid safe exercise in banbury	Rosie Rowe		(0.072)	0.000	0.072		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COMF Support for SMEs	Robert Jolley		(0.065)	0.000	0.065		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COMF tenancy support	Robert Jolley		(0.030)	0.000	0.030		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Community Dev't grant Admin - Emergency Assistance	Nicola Riley		(0.031)	(0.092)	0.031		(0.092)	0.000	0.000	0.000	0.000	0.000	(0.092)
Revenue Grants	Community Dev't grant Admin - Pocket Parks	Nicola Riley		(0.025)	0.000	0.025		0.000	0.000	0.000	0.000	0.000	0.000	0.000

Category	Description	Owner	Description on record	Actual Closing Balance 31 March 2021	2021/22 Forecast				Expected Use over MTFS Period					
					Forecast Transfer TO Reserves	Forecast Transfer FROM Reserves	S151 Review of Reserves	Forecast Balance 1 April 2022	2022/23	2023/24	2024/25	2025/26	2026/27	Expected Balance 1 April 2027
Revenue Grants	Community Safety Covid Compliance and Enforcement	Richard Webb	Reserve holding unspent MHCLG Compliance and Enforcement grant at the end of 2020/21, all of which was spent in 2021/22.	(0.013)	0.000	0.013		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Family Physical Activity Opportunities	Nicola Riley		(0.026)	0.000	0.026		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Garden Community Capacity Funding	Robert Jolley		(0.125)	0.000	0.000		(0.125)	0.042	0.042	0.041	0.000	0.000	0.000
Revenue Grants	National Leisure Recovery Fund	Nicola Riley		(0.235)	0.000	0.195		(0.040)	0.040	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Next Steps Accommodation Programme	Vickie Jessop		(0.085)	0.000	0.068		(0.017)	0.017	0.000	0.000	0.000	0.000	(0.000)
Revenue Grants	SPARK	Nicola Riley	This funding provides small grants to community and voluntary groups in Kidlington and Bicester which promote health and wellbeing	(0.027)	0.000	0.017		(0.010)	0.010	0.000	0.000	0.000	0.000	(0.000)
Revenue Grants	Wayfinding Scheme	Rosie Rowe	This funding is provided by Sport England and is for testing wayfinding schemes in Kidlington	(0.053)	0.000	0.028		(0.025)	0.025	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Rough Sleep Initiative	Vickie Jessop		(0.029)	0.000	0.029		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COVID ARG grant	Michael Furness	Additional Restrictions Grant	(2.935)	0.000	2.935		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COVID Test and Trace grant	Michael Furness	Grant to benefits recipients in work who cannot work due to test and trace isolation requirements.	(0.093)	0.000	0.093		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	COVID LRSR grant	Michael Furness	Local Restrictions Support Grant	(0.136)	0.000	0.136		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Finance New Burdens	Michael Furness	Grant to fund Covid related grant support.	(0.112)	0.000	0.112		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Finance Hardship Fund	Michael Furness	Provided to us by DCLG so we could award additional Covid reliefs to council tax payers who are on council tax support.	(0.235)	0.000	0.235		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Housing Refugee Initiative	Vicki Jessop		(0.218)	0.000	0.218		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Revenue Grants	Eco Town Revenue	Bill Cotton	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(0.004)	0.000	0.000		(0.004)	0.000	0.000	0.000	0.000	0.000	(0.004)
Revenue Grants	Flood Recovery Grant	Bill Cotton	The reserve has been created to cover the cost of emergency planning contingencies	(0.040)	0.000	0.000		(0.040)	0.000	0.000	0.000	0.000	0.000	(0.040)
Revenue Grants	Homelessness Prevention	Stephen Chandler	The reserve has been created from ring fenced grant to be spent in conjunction with Service Level Agreements with partnerships in conjunction with Cherwell's Homeless Action Plan	(0.729)	(0.220)	0.090		(0.859)	0.260	0.000	0.000	0.000	0.000	(0.600)
Revenue Grants	Police & Crime Commissioner	Richard Webb	The reserve is created from ring-fenced grant to be spent on specific projects to be approved by the Community Safety Partnership	(0.064)	0.000	0.000		(0.064)	0.000	0.000	0.000	0.000	0.000	(0.064)
Revenue Grants	Green Deal Pioneer Places	Bill Cotton	The reserve has been created from a ring fenced grant which is used on projects relating to the Government's Green Deal initiative	(0.067)	0.000	0.000		(0.067)	0.000	0.000	0.000	0.000	0.000	(0.067)
Revenue Grants	Bicester Garden Town	Bill Cotton	The reserve is for initiatives and studies pertaining to the development of Bicester as a Garden Town	(1.527)	0.000	0.350		(1.177)	0.488	0.285	0.202	0.201	0.000	0.000
	Capital Reserves				0.000	0.000								

Category	Description	Owner	Description on record	Actual Closing Balance 31 March 2021	2021/22 Forecast				Expected Use over MTFS Period					Expected Balance 1 April 2027
					Forecast Transfer TO Reserves	Forecast Transfer FROM Reserves	S151 Review of Reserves	Forecast Balance 1 April 2022	2022/23	2023/24	2024/25	2025/26	2026/27	
Capital Reserves	Disabled Facilities Grants	Stephen Chandler	Capital Grant funding for DFG	(0.385)	(0.014)	0.000		(0.399)	0.000	0.000	0.000	0.000	0.000	(0.399)
Capital Reserves	Capital Receipts Reserve	Michael Furness	Capital Receipts available for financing capital expenditure	(0.080)	0.000	0.080		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Capital Reserves	Cherwell Local Lottery - Play Well in Cherwell	Claire Taylor		(0.165)	0.000	0.000		(0.165)	0.000	0.000	0.000	0.000	0.000	(0.165)
Capital Reserves	Capital Grants & Contributions	Michael Furness		(0.126)	0.000	0.000		(0.126)	0.000	0.000	0.000	0.000	0.000	(0.126)
				(59.159)	(14.504)	29.579	0.000	(44.084)	12.967	3.922	(1.779)	(2.330)	1.912	(29.392)

Appendix 16 - Capital Bids 2022/23

Figures are shown as the total expenditure due to be incurred in each year

Commercial development, assets and investments							
Reference	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total Cost (£m)
CINVP221	Renewal of expiring energy performance certificates (EPC) and associated works to ensure properties achieve minimum standards for energy efficiency	0.096	-	-	-	-	0.096
CINVP222	Strategic plan to deliver energy Performance certificates (EPC) rating of at least B for Council owned commercial properties	0.060	-	-	-	-	0.060
CPCAP221	Renewal of electrical incoming main at Thorpe Lane depot	0.270	-	-	-	-	0.270
CPCAP228	Installation of solar photovoltaic cells at council properties	0.079	-	-	-	-	0.079
CCQUAY221	Castle Quay	3.500	-	-	-	-	3.500
	Total	4.005	0.000	0.000	0.000	0.000	4.005

Customers, organisational development and resources							
Reference	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total Cost (£m)
CHUR221	Upgrades to the Human Resources Management System	-	0.030	0.030	0.030	0.030	0.120
CFSUP222	Upgrade system to process card payments and direct debits	0.055	-	-	-	-	0.055
	Total	0.055	0.030	0.030	0.030	0.030	0.175

Environment and place							
Reference	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total Cost (£m)
CVEHM223	Purchase land for new Bicester depot	3.000	-	-	-	-	3.000
CENVC221	Invest in additional commercial waste containers	0.010	0.010	-	-	-	0.020
CSCEN221	Invest in upgrading market equipment	0.015	-	-	-	-	0.015
CPCON221	Refurbishment of Kidlington public conveniences	0.090	-	-	-	-	0.090
CAFFH223	Affordable Housing Project	1.200	-	-	-	-	1.200
	Total	4.315	0.010	0.000	0.000	0.000	4.325

Wellbeing							
Reference	Description	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total Cost (£m)
CLEIS221	Replacement pool covers at Woodgreen open-air pool	0.032	-	-	-	-	0.032
CCPAR221	S106 Capital Projects	1.752	-	-	-	-	1.752
	Total	1.784	0.000	0.000	0.000	0.000	1.784

Total Capital Projects

10.159

0.040

0.030

0.030

0.030

10.289

Appendix 17 - Cherwell District Council - Capital Programme

Capital Expenditure Project Description	Year Introduced	2022/23					2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total (£m)
		Reprofile	New Projects	Adjust's	Existing Projects	Total					
		(£m)	(£m)	(£m)	(£m)	(£m)					
Castle Quay 1	2017/18	-	3.500	-	-	3.500	-	-	-	-	3.500
Thorpe Lane Depot - Renewal of Electrical Incoming Main	2022/23	-	0.270	-	-	0.270	-	-	-	-	0.270
CDC Feasibility of utilisation of property space	2019/20	0.100	-	-	-	0.100	-	-	-	-	0.100
Housing & IT Asset System joint CDC/OCC	2018/19	0.100	-	-	-	0.100	-	-	-	-	0.100
Banbury Health Centre - Refurbishment	2021/22	0.100	-	-	-	0.100	-	-	-	-	0.100
Banbury Museum Pedestrian Bridge	2021/22	0.048	-	-	-	0.048	-	-	-	-	0.048
Bicester East Community Centre	2021/22	0.030	-	-	1.240	1.270	-	-	-	-	1.270
Bodicote House Fire Compliance Works	2019/20	0.071	-	-	0.070	0.141	-	-	-	-	0.141
Corporate Asbestos Surveys	2019/20	0.100	-	-	-	0.100	-	-	-	-	0.100
Energy Performance Certificates (EPC) Government Implementation of Target B - Strategic Plan	2022/23	-	0.060	-	-	0.060	-	-	-	-	0.060
Expiring Energy Performance Certificates (EPC) plus Associated Works	2022/23	-	0.096	-	-	0.096	-	-	-	-	0.096
H&S Works to Banbury Shopping Arcade	2021/22	0.117	-	-	-	0.117	-	-	-	-	0.117
Horseshair Banbury	2020/21	0.055	-	-	-	0.055	-	-	-	-	0.055
Installation of Solar PV to CDC Property	2022/23	-	0.079	-	-	0.079	-	-	-	-	0.079
Retained Land	2021/22	0.070	-	-	0.130	0.200	-	-	-	-	0.200
Thorpe Place Roof Works	2021/22	0.030	-	-	-	0.030	-	-	-	-	0.030
Works From Compliance Surveys	2019/20	0.147	-	-	-	0.147	-	-	-	-	0.147
Community Development, Assets and Investments Total		0.968	4.005	-	1.440	6.413	-	-	-	-	6.413
iTrent HR System Upgrades	2022/23	-	-	-	-	-	0.030	0.030	0.030	0.030	0.120
Project Manager for HR/Payroll system	2020/21	0.096	-	-	-	0.096	-	-	-	-	0.096
Processing Card Payments and Direct Debits	2022/23	-	0.055	-	-	0.055	-	-	-	-	0.055
Council Website and Digital Services	2021/22	0.075	-	-	-	0.075	-	-	-	-	0.075
IT Shared Services	2021/22	0.150	-	-	-	0.150	-	-	-	-	0.150
Customers and Organisational Development Total		0.321	0.055	-	-	0.376	0.030	0.030	0.030	0.030	0.496
East West Railways	2015/16	0.005	-	-	0.020	0.025	0.020	0.020	0.020	0.020	0.105
Additional commercial waste containers	2022/23	-	0.010	-	-	0.010	0.010	-	-	-	0.020
Bicester Country Park	2020/21	-	-	-	0.055	0.055	-	-	-	-	0.055

Capital Expenditure Project Description	Year Introduced	2022/23					2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total (£m)
		Reprofile	New Projects	Adjust's	Existing Projects	Total					
		(£m)	(£m)	(£m)	(£m)	(£m)					
Car Park Refurbishments	2017/18	0.050	-	-	-	0.050	-	-	-	-	0.050
Car Parking Action Plan Delivery	2020/21	0.085	-	-	-	0.085	-	-	-	-	0.085
Commercial Waste Containers	2019/20	-	-	-	0.025	0.025	0.025	-	-	-	0.050
Depot fuel system renewal	2020/21	0.035	-	-	-	0.035	-	-	-	-	0.035
Kidlington Public Convenience Refurbishment	2022/23	-	0.090	-	-	0.090	-	-	-	-	0.090
Land for new Bicester Depot	2022/23	-	3.000	-	-	3.000	-	-	-	-	3.000
Market Equipment Replacement	2022/23	-	0.015	-	-	0.015	-	-	-	-	0.015
Off Road Parking Facilities	2015/16	0.018	-	-	-	0.018	-	-	-	-	0.018
On Street Recycling Bins	2019/20	0.018	-	-	-	0.018	-	-	-	-	0.018
Street Scene Fencing, Street Furniture and Railings	2020/21	-	-	-	0.012	0.012	0.012	0.012	-	-	0.036
Thorpe Lane Depot capacity enhancement	2019/20	0.130	-	-	-	0.130	-	-	-	-	0.130
Vehicle Replacement Programme	Annual	0.299	-	-	0.664	0.963	1.102	1.316	0.926	1.000	5.307
Admin Holland Redevelopment Project (phase 1b)	2015/16	0.061	-	-	-	0.061	-	-	-	-	0.061
Affordable Housing	2022/23	-	1.200	-	-	1.200	-	-	-	-	1.200
Bicester Library (phase 1b)	2015/16	0.845	-	-	-	0.845	-	-	-	-	0.845
Build Team Essential Repairs & Improve C	2020/21	0.155	-	-	-	0.155	-	-	-	-	0.155
Bullmarsh Close (Phase 2)	2018/19	0.017	-	-	-	0.017	-	-	-	-	0.017
Fairway Flats Refurbishment	2021/22	0.110	-	-	0.244	0.354	-	-	-	-	0.354
Environment and Place Total		1.828	4.315	-	1.020	7.163	1.169	1.348	0.946	1.020	11.646
Housing Services - Capital	2022/23	-	-	0.190	-	0.190	-	-	-	-	0.190
Disabled Facilities Grants	Annual	0.196	-	1.240	0.375	1.811	-	-	-	-	1.811
Discretionary Grants Domestic Properties	Annual	0.093	-	-	0.150	0.243	0.150	0.150	0.150	0.150	0.843
Housing Total		0.289	-	1.430	0.525	2.244	0.150	0.150	0.150	0.150	2.844
Bicester Leisure Centre Extension	2013/14	-	-	-	0.050	0.050	-	-	-	-	0.050
Replacement pool covers at Woodgreen open-air pool	2022/23	-	0.032	0.008	-	0.040	-	-	-	-	0.040
S106 Capital Costs	Ongoing	-	1.752	0.008	-	1.744	-	-	-	-	1.744
Wellbeing Total		-	1.784	-	0.050	1.834	-	-	-	-	1.834
Total Capital Expenditure		3.406	10.159	1.430	3.035	18.030	1.349	1.528	1.126	1.200	23.233

Capital Expenditure Project Description	Year Introduced	2022/23					2023/24	2024/25	2025/26	2026/27	Total
		Reprofile (£m)	New Projects (£m)	Adjust's (£m)	Existing Projects (£m)	Total (£m)					
Capital Financing						(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Long Term Borrowing						3.970	0.349	-	0.000	1.200	5.519
Council Resources [1]						10.700	1.000	1.528	1.126	-	14.354
External Funding						3.360	-	-	-	-	3.360
Total Capital Financing						18.030	1.349	1.528	1.126	1.200	23.233

[1] Council resource usage is currently comprised of £4.7m from reserves in 22/23 and elements of loan principal repayments in 22/23 (£6m), 23/24 (£1m), 24/25 (£1.5m) and 25/26 (£1.1m)

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Cherwell District Council

Capital and Investment Strategy 2022/23

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

A1. Introduction

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

A2. Capital Expenditure and Financing

- A2.1 Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year¹. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year. In 2022/23, the Council is planning capital expenditure of £15.8m as summarised below:

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

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Services	9.7	12.5	0.0	0.0	0.0
Capital investments	56.8	36.4	18.0	1.3	1.5
TOTAL	66.5	48.9	18.0	1.3	1.5

- A2.2 The main capital projects across the period include Castle Quay, Bicester Depot and the Disabled Facilities Grants scheme (financed by the Better Care Fund)

Governance

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

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

Table 2: Capital financing in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
External sources	12.5	9.8	3.4	0.0	0.0
Own resources	1.9	1.1	10.7	1.0	1.5
Debt	52.1	38.1	3.9	0.3	0.0
TOTAL	66.5	48.9	18.0	1.3	1.5

- 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

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Own resources	1.9	1.1	10.7	1.0	1.5

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 £3.9mm during 2022/23.

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

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
TOTAL CFR	228.6	266.7	270.7	271.0	271.0

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 2024/25. In addition, there are currently no plans to utilise capital receipts on services transformation projects for 2022/23. 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 2021 the Council had borrowings of £167m at an average interest rate of 1.07%, and £44.1m of investments at an average interest rate of 0.08%. 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 0.1% to 0.3%) and long-term fixed rate loans where the future cost is known, but higher cost (currently 1.5% to 2.0%).

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

	31st March 2021 Actual	31st March 2022 forecast	31st March 2023 forecast	31st March 2024 forecast	31st March 2025 forecast
Debt (incl. PFI & leases)	184.6	222.7	226.2	226.5	226.6
Capital Financing Requirement	228.6	266.7	270.7	271.0	271.0

- 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

	2021/22 limit	2022/23 limit	2023/24 limit	2023/24 limit
Operational boundary total external debt	270	290	290	290
Authorised limit total external debt	300	310	310	310

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 2021) valued at £45m with the largest being Castle Quay.

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

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

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

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Net Financing costs/(Income)(£m)	£0.19m	(£0.02m)	£0.05m	£0.36m	£0.70m
Proportion of net revenue stream	0.8%	(0.1%)	0.2%	2.7%	5.0%

Further details on the revenue implications of capital expenditure are in the 2022/23 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 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 Link Group as treasury management advisers and a range of property advisors as follows:

- Banbury based surveyors White Commercial, Wild Property Consultancy 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.
- Montagu Evans supply asset management and facilities management in respect of Castle Quay.
- Avison Young supply specialist accounting services in respect of Castle Quay.
- Montagu 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 Waterfront
- Broomfield Property Consultants Ltd and Prime Project Management Ltd provide services relating to Castle Quay and other property related projects

This approach is more cost effective than employing such staff directly and ensures that the Council has up to date access to market 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.
4. For capital expenditure loans to third parties MRP will be charged over 50 years. Repayments of loan principal received by the council will be treated as capital

receipts and used to reduce the CFR or avoid future additional borrowing, thus reducing future annual MRP charges.

Capital expenditure incurred during 2022/23 will not be subject to an MRP charge until 2023/24.

The Department for Levelling Up, Housing and Communities (DLUHC) is currently consulting on proposed changes to the MRP calculation. The purpose of the proposal is to prevent local authorities using capital receipts to reduce its MRP charge (except where receipts act to reduce the CFR) and to prevent exclusion of specific types of debt, such as that from subsidiary companies, from the MRP calculation. The consultation closes on the 8th February 2022 with any revised guidance being issued later in the year. The Council has updated its MRP policy in anticipation of this being introduced.

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 £21m during the 2022/23 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 2022/23 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, 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 a 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.

Security

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

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2021 actual			2022/23
	Balance*	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	59.938	(0.977)	58.961	85.900
Local charities	1.221	(0.134)	1.087	1.150
Parishes	0.058	0.000	0.058	0.100
TOTAL	61.217	(1.111)	60.106	87.150

** 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 are shown net of this loss allowance. The Council, however, makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment

- B3.4 The Council assesses the risk of loss before entering into and whilst holding service loans by approaching each loan request individually. The bulk of the council's loans are to its subsidiaries. When the council considers whether or not to create or acquire a subsidiary a full business case is prepared which sets out the optimal financing of the company. This will include an assessment of the market in which it will be competing, the nature and level of competition, how that market may evolve

over time, exit strategy and any ongoing investment requirements. External advisors are used where appropriate to complement officer expertise and second opinions from alternate advisors is sought in order to monitor and maintain the quality of advice provided by external advisors.

B3.5 Other service loans are evaluated against a set of criteria designed to demonstrate:

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

B4. Service Investments: Shares

Contribution

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

Security

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

Table 2: Shares held for service purposes in £ millions

Category of company	31.3.2021 actual			2022/23
	Amounts invested	Gains or losses	Value in accounts	Approved Limit

Subsidiaries	33.053	0	33.053	38.263
TOTAL	33.053	0	33.053	38.263

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	31.3.2021 Actual			31.3.2022 Expected	31.3.2023 Expected
	Purchase Cost	Net Book Value in accounts 31.3.2020	Expenditure, Gains or (losses)	Net Book Value in accounts 31.3.2021	Net Book Value in accounts	Net Book Value in accounts
Castle Quay Shopping Centre	63.485	33.000	(11.375)	21.625	25.422	27.063
Castle Quay Waterfront	0.000	0.000	0.000	0.000	72.013	73.872
Pioneer Square	8.164	7.369	(2.947)	4.412	4.412	4.412
Tramway Industrial Estate	9.618	9.250	0.010	9.260	9.260	9.260
Other properties valued under £5m	13.092	11.511	(1.501)	10.009	10.009	10.009
TOTAL	94.359	61.121	(15.814)	45.306	121.116	124.616

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 31/3/21):

Table 4: Loan Commitments and Guarantees

Borrower	Purpose	£m Contractually Available
Graven Hill Village Development Company Ltd	Revolving Credit Facility available to the council's subsidiary until 2026	17.0
Graven Hill Village Development Company Ltd	Facility Agreement that has been in place since 2014 to deliver the project.	5.7
Graven Hill Village Development Company Ltd	Loan Note instruments to enable the company to deliver its objectives	2.1
TOTAL		24.7

The Council has also provided bonds and guarantees to the value of £50.1 million to Oxfordshire County Council (OCC) on behalf of Graven Hill Village Development Company Ltd in respect of the Company's obligations to OCC under s.106, s.278 and s.38 agreements. These are due to reduce by 80% by the end of 2022 and expire by the end of 2024.

B7. Capacity, Skills and Culture

Elected members and statutory officers

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

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

Commercial Investments

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

Corporate governance

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

B8. Investment Indicators

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

Total risk exposure

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

Table 5: Total investment exposure in £millions

Total investment exposure	31.03.2021 Actual	31.03.2022 Forecast	31.03.2023 Forecast
Treasury management investments	38.6	38.6	15.0
Service investments: Loans	61.2	71.7	66.4
Service investments: Shares	29.1	31.7	31.7
Commercial investments: Property	45.3	121.1	124.6
TOTAL INVESTMENTS	174.2	263.1	237.7
Commitments to lend	24.7	14.8	20.8
TOTAL EXPOSURE	198.9	277.9	258.5

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.

The peak identified exposure (£277.9m) in table 5 is within the authorised limit of £310m (see section A3.2) which the council deems to be manageable.

Rate of return received

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

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

Investments net rate of return	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Treasury management investments	0.27%	0.08%	0.22%
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 2022-23

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 Link 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 0.22%, and that new loans will be borrowed at an average rate of 0.45%.

Local Context

On 30 September 2021, the council held £167m of borrowing and £44.1m of investments. This is set out in further detail below:

	30.9.21 Actual Portfolio £m	30.9.21 Average Rate %
External borrowing:		
Public Works Loan Board	75.0	1.76%
Local authorities	92.0	0.51%
Total gross external debt	167.0	1.07%
Treasury Investments:		
Banks & building societies (unsecured)	0	0.01%
UK Government	4.0	-
Local Authorities	36.0	0.10%
Money Market Funds	4.1	0.01%
Total treasury investments	44.1	0.08%
Net debt	122.9	

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

Balance sheet summary and forecast

	31.3.21 Actual £m	31.3.22 Estimate £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
General Fund CFR	228.6	266.7	270.7	271.0	271.0
Less: External borrowing **	(184.0)	(174.0)	(112.0)	(100.0)	(100.0)
Internal/(over) borrowing	44.6	92.7	158.7	171.0	171.0
Less: Usable reserves	(52.9)	(40.0)	(40.0)	(40.0)	(40.0)
Less: Working capital	(30.3)	(30.0)	(30.0)	(30.0)	(30.0)
Investments/(New) borrowing required)	38.6	(22.7)	(88.7)	(101.0)	(101.0)

** 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 £201.0m over the forecast period (£100.0m plus £101.0m in 2024/25 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. The table above shows that the Council expects to comply with this recommendation.

Borrowing Strategy

The council currently (30/9/21) holds £167million of loans, a reduction of £17million on the previous year end, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in the table above shows that the Council expects to borrow up to a total of £200.7 million in 2022/23. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £310 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, Link, 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 2022/23 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 2022/23, 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 e.g. other local authorities
- 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 of England base rate will steadily increase from its current rates of 0.25% to 1.25% by March 2025. Therefore the "cost of carry"¹ 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 maintain its eligibility for the certainty rate.

Our advisors, Link, have forecast PWLB Certainty rates over the medium term to be as follows:

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

PWLB Certainty Rate forecast (%)

	Dec-21	Mar-22	Mar-23	Mar-24	Mar-25
5 yr PWLB	1.40	1.50	1.70	1.90	2.00
10 yr PWLB	1.60	1.70	1.90	2.10	2.30
25 yr PWLB	1.80	1.90	2.20	2.30	2.50
50 yr PWLB	1.50	1.70	2.00	2.10	2.30

Borrowing from Local Authorities comprises approximately 55% 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 0.45%. The overall forecast loans rate for 2022/23 using existing long-term borrowing and new loans is 1.46%.

Investment Strategy

The Council currently (30/9/21) holds invested funds of £44.1m representing income received in advance of expenditure plus balances and reserves held. In the past 6 months (April – September 2021), the council's investment balance has ranged between £38.9 million and £57.9 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

	31.3.21 Actual £m	31.3.22 Estimate £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
Short-term investments	38.6	40	15	15	15
Longer-term investments	0	0	0	0	0
TOTAL	38.6	40	15	15	15

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

Negative interest rates: There is a chance that the Bank of England could set its official 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, where possible 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, Link are forecasting that the BoE Bank Rate will steadily increase from its current rates of 0.25% over the coming years. Gilt yields are expected to remain low in the medium-term and short-term yields are likely to remain below or at zero. Taking into account the advice from Link, market implications and the current economic outlook, it has been assumed that new treasury investments for 2022/23 will be made at an average rate of 0.22%,

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

Approved investment counterparties and limits

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

This table must be read in conjunction with the notes below

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

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

Banks secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a

credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

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

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

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

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

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

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

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

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

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that

organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

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

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.

Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£5m each
UK Central Government	Unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£3m per broker
Foreign countries	£5m per country
Registered providers and registered social landlords	£10m in total
Unsecured investments with building societies	£10m in total
Loans to unrated corporates	£5m in total
Money market funds	£15m in total
Real estate investment trusts	£5m in total

Liquidity management: The council uses in-house cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the council being forced to borrow on unfavourable terms to meet its financial

commitments. Limits on long-term investments are set by reference to the council's medium-term financial plan and cash flow forecast.

Governance

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

Treasury Management Indicators

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

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

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£800,000
Upper limit on one-year revenue impact of a 0.1% <u>fall</u> in interest rates	£600,000

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

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

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

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

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

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

Price risk indicator	2022/23	2023/24	2024/25
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 Director of Finance believes this to be the most appropriate status.

Financial Implications

The budget for treasury investment income in 2022/23 is £46k, based on an average investment portfolio of £21 million at an average interest rate of 0.22%.

The budget for debt interest payable in 2022/23 is £2.241 million, based on an average debt portfolio of £153.5 million at an average interest rate of 1.46%.

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

Economic Commentary and Interest Rate Forecast – Link Group (22/12/2021)**ECONOMIC BACKGROUND****COVID-19 vaccines.**

These were the game changer during 2021 which raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the bursting onto the scene of the Omicron mutation at the end of November, rendered the initial two doses of all vaccines largely ineffective in preventing infection. This has dashed such hopes and raises the spectre again that a fourth wave of the virus could overwhelm hospitals in early 2022. What we now know is that this mutation is very fast spreading with the potential for total case numbers to double every two to three

days, although it possibly may not cause so much severe illness as previous mutations. Rather than go for full lockdowns which heavily damage the economy, the government strategy this time is focusing on getting as many people as possible to have a third (booster) vaccination after three months from the previous last injection, as a booster has been shown to restore a high percentage of immunity to Omicron to those who have had two vaccinations. There is now a race on between how quickly boosters can be given to limit the spread of Omicron, and how quickly will hospitals fill up and potentially be unable to cope. In the meantime, workers have been requested to work from home and restrictions have been placed on large indoor gatherings and hospitality venues. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in sectors like restaurants, travel, tourism and hotels which had been hit hard during 2021, but could now be hit hard again by either, or both, of government restrictions and/or consumer reluctance to leave home. Growth will also be lower due to people being ill and not working, similar to the pingdemic in July. The economy, therefore, faces significant headwinds although some sectors have learned how to cope well with Covid. However, the biggest impact on growth would come from another lockdown if that happened. The big question still remains as to whether any further mutations of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.

A SUMMARY OVERVIEW OF THE FUTURE PATH OF BANK RATE

- In December, the Bank of England became the first major western central bank to put interest rates up in this upswing in the current business cycle in western economies as recovery progresses from the Covid recession of 2020.
- The next increase in Bank Rate could be in February or May, dependent on how severe an impact there is from Omicron.
- If there are lockdowns in January, this could pose a barrier for the MPC to putting Bank Rate up again as early as 3rd February.
- With inflation expected to peak at around 6% in April, the MPC may want to be seen to be active in taking action to counter inflation on 5th May, the release date for its Quarterly Monetary Policy Report.
- The December 2021 MPC meeting was more concerned with combating inflation over the medium term than supporting economic growth in the short term.
- Bank Rate increases beyond May are difficult to forecast as inflation is likely to drop sharply in the second half of 2022.
- However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next down-turn; all rates under 2% are providing stimulus to economic growth.
- We have put year end 0.25% increases into Q1 of each financial year from 2023 to recognise this upward bias in Bank Rate - but the actual timing in each year is difficult to predict.
- Covid remains a major potential downside threat in all three years as we ARE likely to get further mutations.
- How quickly can science come up with a mutation proof vaccine, or other treatment, – and for them to be widely administered around the world?
- Purchases of gilts under QE ended in December. Note that when Bank Rate reaches 0.50%, the MPC has said it will start running down its stock of QE.

MPC MEETING 16^H DECEMBER 2021

- The Monetary Policy Committee (MPC) voted 8-1 to raise Bank Rate by 0.15% from 0.10% to 0.25% and unanimously decided to make no changes to its programme of quantitative easing purchases due to finish in December 2021 at a total of £895bn.

- The MPC disappointed financial markets by not raising Bank Rate at its November meeting. Until Omicron burst on the scene, most forecasters, therefore, viewed a Bank Rate increase as being near certain at this December meeting due to the way that inflationary pressures have been comprehensively building in both producer and consumer prices, and in wage rates. However, at the November meeting, the MPC decided it wanted to have assurance that the labour market would get over the end of the furlough scheme on 30th September without unemployment increasing sharply; their decision was, therefore, to wait until statistics were available to show how the economy had fared at this time.
- **On 10th December we learnt of the disappointing 0.1% m/m rise in GDP** in October which suggested that economic growth had already slowed to a crawl even before the Omicron variant was discovered in late November. Early evidence suggests growth in November might have been marginally better. Nonetheless, at such low rates of growth, the government's "Plan B" COVID-19 restrictions could cause the economy to contract in December.
- **On 14th December, the labour market statistics** for the three months to October and the single month of October were released. The fallout after the furlough scheme was smaller and shorter than the Bank of England had feared. The single-month data were more informative and showed that LFS employment fell by 240,000, unemployment increased by 75,000 and the unemployment rate rose from 3.9% in September to 4.2%. However, the weekly data suggested this didn't last long as unemployment was falling again by the end of October. What's more, the 49,700 fall in the claimant count and the 257,000 rise in the PAYE measure of company payrolls suggests that the labour market strengthened again in November. The other side of the coin was a further rise in the number of vacancies from 1.182m to a record 1.219m in the three months to November which suggests that the supply of labour is struggling to keep up with demand, although the single-month figure for November fell for the first time since February, from 1.307m to 1.227m.
- These figures by themselves, would probably have been enough to give the MPC the assurance that it could press ahead to raise Bank Rate at this December meeting. However, the advent of Omicron potentially threw a spanner into the works as it poses a major headwind to the economy which, of itself, will help to cool the economy. The financial markets, therefore, swung round to expecting no change in Bank Rate.
- **On 15th December we had the CPI inflation** figure for November which spiked up further from 4.2% to 5.1%, confirming again how inflationary pressures have been building sharply. However, Omicron also caused a sharp fall in world oil and other commodity prices; (gas and electricity inflation has generally accounted on average for about 60% of the increase in inflation in advanced western economies).
- **Other elements of inflation are also transitory** e.g., prices of goods being forced up by supply shortages, and shortages of shipping containers due to ports being clogged have caused huge increases in shipping costs. But these issues are likely to clear during 2022, and then prices will subside back to more normal levels. Gas prices and electricity prices will also fall back once winter is passed and demand for these falls away.
- Although it is possible that the Government could step in with some **fiscal support for the economy**, the huge cost of such support to date is likely to pose a barrier to incurring further major economy wide expenditure unless it is very limited and targeted on narrow sectors like hospitality, (as announced just before Christmas). The Government may well, therefore,

effectively leave it to the MPC, and to monetary policy, to support economic growth – but at a time when the threat posed by rising inflation is near to peaking!

- This is the adverse set of factors against which the MPC had to decide on Bank Rate. For the second month in a row, the MPC blind-sided financial markets, this time with a **surprise increase in Bank Rate from 0.10% to 0.25%**. What's more, the hawkish tone of comments indicated that the MPC is now concerned that inflationary pressures are indeed building and need concerted action by the MPC to counter. This indicates that there will be more increases to come with financial markets predicting 1% by the end of 2022. The 8-1 vote to raise the rate shows that there is firm agreement that inflation now poses a threat, especially after the CPI figure hit a 10-year high this week. The MPC commented that “there has been significant upside news” and that “there were some signs of greater persistence in domestic costs and price pressures”.
- On the other hand, it did also comment that “**the Omicron variant is likely to weigh on near-term activity**”. But it stressed that at the November meeting it had said it would raise rates if the economy evolved as it expected and that now “these conditions had been met”. It also appeared more worried about the possible boost to inflation from Omicron itself. It said that “the current position of the global and UK economies was materially different compared with prior to the onset of the pandemic, including elevated levels of consumer price inflation”. It also noted the possibility that renewed social distancing would boost demand for goods again, (as demand for services would fall), meaning “global price pressures might persist for longer”. (Recent news is that the largest port in the world in China has come down with an Omicron outbreak which is not only affecting the port but also factories in the region.)
- On top of that, there were no references this month to inflation being expected to be below the **2% target in two years' time**, which at November's meeting the MPC referenced to suggest the markets had gone too far in expecting interest rates to rise to over 1.00% by the end of the year.
- These comments indicate that there has been a material reappraisal by the MPC of the inflationary pressures since their last meeting and the Bank also increased its forecast for inflation to peak at 6% next April, rather than at 5% as of a month ago. However, as the Bank retained its guidance that only a “**modest tightening**” in policy will be required, it cannot be thinking that it will need to increase interest rates that much more. A typical policy tightening cycle has usually involved rates rising by 0.25% four times in a year. “Modest” seems slower than that. As such, the Bank could be thinking about raising interest rates two or three times next year to 0.75% or 1.00%.
- In as much as a considerable part of the inflationary pressures at the current time are indeed **transitory**, and will naturally subside, and since economic growth is likely to be weak over the next few months, this would appear to indicate that this tightening cycle is likely to be comparatively short.
- As for the timing of the next increase in Bank Rate, the MPC dropped the comment from November's statement that Bank Rate would be raised “in the coming months”. That may imply another rise is unlikely at the next meeting in February and that May is more likely. However, much could depend on how adversely, or not, the economy is affected by Omicron in the run up to the next meeting on 3rd February. Once 0.50% is reached, the Bank would act to start shrinking its stock of QE, (gilts purchased by the Bank would not be replaced when they mature).

- **The MPC's forward guidance on its intended monetary policy** on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -
 - Raising Bank Rate as “the active instrument in most circumstances”.
 - Raising Bank Rate to 0.50% before starting on reducing its holdings.
 - Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
 - Once Bank Rate had risen to at least 1%, it would start selling its holdings.

- **US.** Shortages of goods and intermediate goods like semi-conductors, have been fuelling increases in prices and reducing economic growth potential. In November, **CPI inflation hit a near 40-year record level of 6.8%** but with energy prices then falling sharply, this is probably the peak. The biggest problem for the Fed is the mounting evidence of a strong pick-up in cyclical price pressures e.g., in rent which has hit a decades high.
- **Shortages of labour** have also been driving up wage rates sharply; this also poses a considerable threat to feeding back into producer prices and then into consumer prices inflation. It now also appears that there has been a sustained drop in the labour force which suggests the pandemic has had a longer-term scarring effect in reducing potential GDP. Economic growth may therefore be reduced to between 2 and 3% in 2022 and 2023 while core inflation is likely to remain elevated at around 3% in both years instead of declining back to the Fed's 2% central target.
- Inflation hitting 6.8% and the feed through into second round effects, meant that it was near certain that the **Fed's meeting of 15th December** would take aggressive action against inflation. Accordingly, the rate of tapering of monthly \$120bn QE purchases announced at its November 3rd meeting, was doubled so that all purchases would now finish in February 2022. In addition, Fed officials had started discussions on running down the stock of QE held by the Fed. Fed officials also expected three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024, taking rates back above 2% to a neutral level for monetary policy. The first increase could come as soon as March 2022 as the chairman of the Fed stated his view that the economy had made rapid progress to achieving the other goal of the Fed – “maximum employment”. The Fed forecast that inflation would fall from an average of 5.3% in 2021 to 2.6% in 2023, still above its target of 2% and both figures significantly up from previous forecasts. What was also significant was that this month the Fed dropped its description of the current level of inflation as being “transitory” and instead referred to “elevated levels” of inflation: the statement also dropped most of the language around the flexible average inflation target, with inflation now described as having exceeded 2 percent “for some time”. It did not see Omicron as being a major impediment to the need to take action now to curtail the level of inflationary pressures that have built up, although Fed officials did note that it has the potential to exacerbate supply chain problems and add to price pressures.
See also comments in paragraph 3.3 under PWLB rates and gilt yields.

- **EU.** The slow roll out of vaccines initially delayed **economic recovery** in early 2021 but the vaccination rate then picked up sharply. After a contraction of -0.3% in Q1, Q2 came in with strong growth of 2%. With Q3 at 2.2%, the EU recovery was then within 0.5% of its pre Covid size. However, the arrival of Omicron is now a major headwind to growth in quarter 4 and the expected downturn into weak growth could well turn negative, with the outlook for the first two months of 2022 expected to continue to be very weak.
- **November's inflation figures** breakdown shows that the increase in price pressures is not just due to high energy costs and global demand-supply imbalances for durable goods as services inflation also rose. Headline inflation reached 4.9% in November, with over half of that due to energy. However, oil and gas prices are expected to fall after the winter and so energy inflation is expected to plummet in 2022. Core goods inflation rose to 2.4% in November, its second highest ever level, and is likely to remain high for some time as it will take a long time for the inflationary impact of global imbalances in the demand and supply of durable goods to disappear. Price pressures also increased in the services sector, but wage growth remains subdued and there are no signs of a trend of faster wage growth which might lead to *persistently* higher services inflation - which would get the ECB concerned. The upshot is that the euro-zone is set for a prolonged period of inflation being above the ECB's target of 2% and it is likely to average 3% in 2022, in line with the ECB's latest projection.

- **ECB tapering.** The ECB has joined with the Fed by also announcing at its meeting on 16th December that it will be reducing its QE purchases - by half from October 2022, i.e., it will still be providing significant stimulus via QE purchases for over half of next year. However, as inflation will fall back sharply during 2022, it is likely that it will leave its central rate below zero, (currently -0.50%), over the next two years. The main struggle that the ECB has had in recent years is that inflation has been doggedly anaemic in sticking below the ECB's target rate despite all its major programmes of monetary easing by cutting rates into negative territory and providing QE support.
 - The ECB will now also need to consider the impact of **Omicron** on the economy, and it stated at its December meeting that it is prepared to provide further QE support if the pandemic causes bond yield spreads of peripheral countries, (compared to the yields of northern EU countries), to rise. However, that is the only reason it will support peripheral yields, so this support is limited in its scope.
 - The EU has entered into a **period of political uncertainty** where a new German government formed of a coalition of three parties with Olaf Scholz replacing Angela Merkel as Chancellor in December 2021, will need to find its feet both within the EU and in the three parties successfully working together. In France there is a presidential election coming up in April 2022 followed by the legislative election in June. In addition, Italy needs to elect a new president in January with Prime Minister Draghi being a favourite due to having suitable gravitas for this post. However, if he switched office, there is a significant risk that the current government coalition could collapse. That could then cause differentials between Italian and German bonds to widen when 2022 will also see a gradual running down of ECB support for the bonds of weaker countries within the EU. These political uncertainties could have repercussions on economies and on Brexit issues.
-
- **CHINA.** After a concerted effort to get on top of the virus outbreak in Q1 2020, economic recovery was strong in the rest of **2020**; this enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its comparative outperformance compared to western economies during 2020 and earlier in 2021.
 - However, the pace of economic growth has now fallen back in **2021** after this initial surge of recovery from the pandemic and looks likely to be particularly weak in 2022. China has been struggling to contain the spread of the Delta variant through using sharp local lockdowns - which depress economic growth. Chinese consumers are also being very wary about leaving home and so spending money on services. However, with Omicron having now spread to China, and being much more easily transmissible, this strategy of sharp local lockdowns to stop the virus may not prove so successful in future. In addition, the current pace of providing boosters at 100 billion per month will leave much of the 1.4 billion population exposed to Omicron, and any further mutations, for a considerable time. The **People's Bank of China** made a start in December 2021 on cutting its key interest rate marginally so as to stimulate economic growth. However, after credit has already expanded by around 25% in just the last two years, it will probably leave the heavy lifting in supporting growth to fiscal stimulus by central and local government.
 - Supply shortages, especially of coal for power generation, were causing widespread power cuts to industry during the second half of 2021 and so a sharp disruptive impact on some sectors of the economy. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.
-
- **JAPAN.** 2021 has been a patchy year in combating Covid. However, recent business surveys indicate that the economy has been rebounding rapidly in 2021 once the bulk of the population had been double vaccinated and new virus cases had plunged. However, Omicron could reverse this initial success in combating Covid.
 - The Bank of Japan is continuing its **very loose monetary policy** but with little prospect of getting inflation back above 1% towards its target of 2%, any time soon: indeed, inflation was actually negative in July. New Prime Minister Kishida, having won the November general election, brought in a supplementary budget to boost growth, but it is unlikely to have a major effect.

- **WORLD GROWTH.** World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum in the second half of the year, though overall growth for the year is expected to be about 6% and to be around 4-5% in 2022. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. While headline inflation will fall sharply, core inflation will probably not fall as quickly as central bankers would hope. It is likely that we are heading into a period where there will be a **reversal of world globalisation** and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.
- **SUPPLY SHORTAGES.** The pandemic and extreme weather events, followed by a major surge in demand after lockdowns ended, have been highly disruptive of extended worldwide supply chains. Major queues of ships unable to unload their goods at ports in New York, California and China built up rapidly during quarters 2 and 3 of 2021 but then halved during quarter 4. Such issues have led to a misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. The latest additional disruption has been a shortage of coal in China leading to power cuts focused primarily on producers (rather than consumers), i.e., this will further aggravate shortages in meeting demand for goods. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods available to purchase.

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Appendix 20

Cherwell District Council

Executive

7 February 2022

CDC Property Investment Strategy

Report of Assistant Director Property Investment and Contract Management

Purpose of report

To establish a new Property Investment Strategy for the Council in line with the current economic climate and seek Members' approval on the proposed strategy before adoption. The Property Investment Strategy forms part of the Council's overarching Capital and Investment Strategy and therefore this document is intended to supplement that 'master document'.

1.0 Recommendations

The Executive are asked:

- 1.1 To approve the high-level strategic approach which sets out a framework and the criteria against which any expansion or substantial capital investment in CDC's property portfolio will be assessed.

2.0 Introduction

- 2.1 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.

This report sets out Cherwell District Council (CDC) property acquisition investment objectives for the year 2022/23. 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.

The report 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.

The report 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.

It is intended that the investment strategy is reviewed annually. For the year 2022/23 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 2022/23 for such acquisition.

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.

3.0 Report Details

3.1 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.

3.2 Alternative Investments

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

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

3.3 Contribution to Service Delivery Objectives

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.

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.

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.

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.

3.4 Investment philosophy

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 Appendix 1.

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.

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.

3.5 Market Outlook

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 report. 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.

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.

3.6 Public Works Loan Board (PWLB) limitations

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.

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 report to CEDR its two key impacts are:

1. 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 report 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. 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.

As 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.

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.

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.

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.

3.7 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 Appendix 2.

3.8 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.

3.9 Real Estate Investment and Disinvestment

3.9.1 Investment

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.

Therefore, the focus will instead be on maximising the embedded development potential of the Council's existing portfolio and for the 2022/23 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.

3.9.2 Disinvestment

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.

4.0 Conclusion and Reasons for Recommendations

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 2022/23 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.

Next Steps

- Members' comments to be incorporated into final strategy
- Strategy to be presented to Full Council on 28 February 2022.

5.0 Consultation

Marketing agencies and Investment Consultants: The Property Team are in regular contact with commercial investment and letting agents in order to have the most up-to-date market intel. Retaining agents, planning consultants and on occasion architects is however recognised as essential to refining and implementing the recommendations made herein and securing their input will follow usual procurement rules.

6.0 Alternative Options and Reasons for Rejection

The sale of the investment portfolio as a whole has been considered but rejected because the portfolio currently produces income which supports the provision of

statutory council services and any money raised through a programme of disposals could not be reinvested to generate a higher return.

7.0 Implications

7.1 Financial and Resource Implications – Mandatory paragraph

CDC must have regard to its legal duty under the Local Government Act 1999 and guidance thereunder to secure best value when reviewing service provision, requiring the council to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Officers must also follow both internal procurement policies and external procurement law and practice in pursuit of the recommendations set out in this report.

Comments checked by:

Steve Jorden, Corporate Director of Property Investments,
steve.jorden@oxfordshire.gov.uk

The service has confirmed that there is no extra budget required for the preparation of this strategic review. It should also be considered that low yielding assets could be sold and capital receipts to be used to reduce the Council's overall levels of debt, thus reducing MRP and interest costs and generate a financial benefit to the Council.

It is important to note paragraph 3.6 and the PWLB's expectation that any borrowing taken out will not be used for investment in assets primarily for yield.

Comments checked by:

Michael Furness, Assistant Director Finance, 01295 227943,
michael.furness@cherwell-dc.gov.uk

7.2 Legal Implications – Mandatory paragraph

In addition to endorsing the Financial and Resource Implications, officers will also need to be mindful of the council's duty, when purchasing or disposing of any property assets, to secure the best value reasonably obtainable pursuant to s122 and s123 of the Local Government Act 1972 and government guidance issued in relation thereto.

Comments checked by:

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

7.3 Risk Implications - Mandatory paragraph

The risks identified throughout the implementation of the proposed strategy will be managed as part of the Place Programme Board risk register and escalated to the Leadership risk register as and when necessary.

Comments checked by:

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

8.0 Decision Information

Key Decision

Financial Threshold Met: N/A
Community Impact Threshold Met: N/A
Wards Affected: Cherwell District
Links to Corporate Plan and Policy Framework: Efficiencies
Lead Councillor: Cllr Lynn Pratt, Portfolio Holder for Property

Document Information

Appendix number and title:

Appendix 1 – Investment Decision Factors

Appendix 2 – The Investment advisory Board and Governance

Background papers: none

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APPENDIX 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, lettable 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 its 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.

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

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

Executive Meeting

7 February 2022

(Draft) Gambling Act 2005 Statement of Licensing Principles

Report of Assistant Director Regulatory Services & Community Safety

This report is public

Purpose of report

To consider a revised Statement of Licensing Principles which is required to be published by the council under the Gambling Act 2005.

This report introduces a draft of the revised Gambling Act 2005 Statement of Licensing Principles (attached as Appendix 1). It explains the reason for the review, provides a summary of the main changes to the current statement of licensing principles, and outlines the consultation process followed in revising the current document. The Executive is requested to agree that the revised statement of licensing principles should be taken to Full Council for approval and publishing.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree that the revised Statement of Licensing Principles under the Gambling Act 2005 be submitted to Full Council for approval.

2.0 Introduction

- 2.1 This report refers to the Statement of Licensing Principles ('the Statement') following the review required by the Gambling Act 2005.

- 2.2 Section 349 of The Gambling Act 2005 requires all licensing authorities to prepare and publish a statement of principles that they propose to apply in exercising their functions under the Act and in particular the following 3 licensing objectives:

- i. Keeping gambling crime free
- ii. Making sure that gambling is fair and open
- iii. Protecting children and vulnerable adults

- 2.3 The Gambling Act 2005 became fully implemented on 1 September 2007 and it

created a new system of licensing and regulation for commercial gambling. It requires the Council to prepare and publish a Statement of Principles for each successive period of three years, which outlines the principles that the Council will apply in exercising its functions as the Licensing Authority under the Act.

3.0 Report Details

- 3.1 The draft revisions to the Statement included in this report have been produced in accordance with Regulations and the Gambling Commission's Guidance to Licensing Authorities. Statutory consultation must take place prior to the Statement being adopted.
- 3.2 The statutory period for the statement is three years. The last statement was approved January 2019 and came into effect on 31 January 2019. A new statement must be prepared and published with a view to it coming into effect on 31st January 2022 for a further three-year period.
- 3.3 To help the process, the Act requires the Gambling Commission to issue statutory guidance to Licensing Authorities on the manner in which they are to exercise their functions under the Act and the principles to be applied by them in exercising those functions. Licensing Authorities are required to take account of all such guidance. The statutory guidance is designed to ensure the spread of best practice and consistency of approach in decision making amongst licensing authorities, whilst not preventing authorities from properly exercising the discretion they have to take account of appropriate and relevant local issues and factors.
- 3.4 The draft statement itself is unchanged from the current statement other than minor amendments to the document layout and inclusion of Cherwell District Council logo and dates. There are five areas where wording has been reclarified as requested by OCC Children's Services. Appendix 2 of this report includes a summary of the proposed changes to the statement.
- 3.5 The draft statement is attached at Appendix 1.
- 3.6 The Act requires a consultation to be carried out with the persons/groups detailed in section 5.0 below.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is recommended that the revised Statement of Licensing Principles be approved.

5.0 Consultation

- 5.1 S.349(3) of the Act requires licensing authorities to consult with the following on their policy statement or any subsequent revision:

- Chief Officer of Police
- The Fire Authority
- One or more persons who appear to the authority to represent the

business interests of persons carrying on gambling business in the authority's area

- One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under the Gambling Act 2005

5.2 We have consulted on the statement with Thames Valley Police, Oxfordshire Fire and Rescue, Oxfordshire County Council Children's Services and Public Health and all licensed premises in Cherwell. The only feedback has been Children's services. This feedback has resulting in minor wording reclarifications with the changes being detailed in Appendix 2.

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 to review and republish the statement. It is a statutory requirement that the policy must be reviewed so this option is not recommended.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications arising from this report.

Comments checked by:

Kelly Wheeler, Finance Business Partner 01295 221570

kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

7.2 The Gambling Act 2005 requires the council to prepare and publish a 'statement of licensing principles' – a policy to be applied in the managing of local gambling provision. The policy must comply with the Gambling Act 2005 and secondary legislation and have due regard to the statutory guidance and codes of practice issued by the Gambling Commission. The policy is required to be reviewed at least every three years.

7.3 Failure to comply with the legislation and give due consideration to the guidance and codes of practice may result in a successful challenge to the Council's discharge of its statutory functions.

7.4 Subsequent failure to comply with the policy when undertaking the management of local gambling provision may result in a successful challenge to the council's discharge of its statutory functions.

Comments checked by:

Sukdave Ghuman, Head of Legal Services, Sukdave.ghuman@cherwell-dc.gov.uk

Risk Implications

7.3 There are no risks arising directly from this report

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes,

Louise.tustian@cherwell-dc.gov.uk

Equalities and Inclusion Implications

7.4 There are no changes to the policy following review therefore this is a standard policy for re-adoption that does not identify any bias, unfair advantage or disadvantage to any groups or individuals. Please refer to the Equality and Climate impact assessment for further details.

Comments checked by:

Emily Schofield, Acting Head of Strategy, emily.schofield@oxfordshire.gov.uk

Sustainability Implications

7.5 There are no changes to the policy following review, so no changes are being made. The policy requires re-adoption. Please refer to the Equality and Climate impact assessment Appendix - 03

Comments checked by:

Sandra Fisher-Martins, Programme Manager, Climate Change

Sandra.fisher-martins@oxfordshire.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

District of Opportunity and Growth

Lead Member

Councillor Andrew McHugh, Lead Member for Health and Wellbeing

Document Information

Appendix Number and Title

- Appendix 1 - Gambling Act 2005 Statement of Licensing Principles
- Appendix 2 – Summary of Changes Document
- Appendix 3 – Equality and Climate Impact Assessment – Gambling Licensing Policy 2022

Background papers

None

Report Author and Contact Details

Richard Rockall - Licensing Manager

Licensing@cherwell-dc.gov.uk Telephone: 01295 753744

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Cherwell District Council

Gambling Act 2005

Policy Statement

This Statement of Principles was adopted by **Cherwell District Council** at its Council meeting on **(insert date)**

Revisions

Version	Date	Author
Dv01	3 August 2018	EC Draft
Dv02	17 August 2018	NS Draft
Dv03	3 September 2018	NS Draft
Dv04	15 November 2018	NS Post Consultation
Dv05	17 December 2018	NS Full Council
Dv06	22 October 2021	RR Draft

Cherwell District Council Statement of Principles Gambling Act 2005

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PART A

1. The Licensing Objectives

- 1.1 In exercising most of their functions under the Gambling Act 2005, licensing authorities must have regard to the licensing objectives as set out in section 1 of the Act. The licensing objectives are:
- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
 - Ensuring that gambling is conducted in a fair and open way
 - Protecting children and other vulnerable persons from being harmed or exploited by gambling
- 1.2 It should be noted that the Gambling Commission has stated: “The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling”.
- 1.3 This licensing authority is aware that, as per Section 153, in making decisions about premises licences and temporary use notices it should aim to permit the use of premises for gambling in so far as it thinks it is:
- In accordance with any relevant code of practice issued by the Gambling Commission
 - In accordance with any relevant guidance issued by the Gambling Commission
 - Reasonably consistent with the licensing objectives and
 - In accordance with the authority’s statement of licensing policy

2. Introduction

- 2.1 Licensing authorities are required by the Gambling Act 2005 to publish a statement of the principles which they propose to apply when exercising their functions. This statement must be published at least every three years. The statement must also be reviewed from “time to time” and any amended parts re-consulted upon. The statement must be then re-published.
- 2.2 The Council consulted widely upon this statement before finalising and publishing it. A list of Cherwell’s partners is provided in Annex 1. A list of the persons/organisations that we consulted is provided in Annex 2.
- 2.3 The Gambling Act requires that the following parties are consulted by licensing authorities:
- The Chief Officer of Police;
 - One or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority’s area; and
 - One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority’s functions under the Gambling Act 2005.
- 2.4 Our consultation took place between the (insert dates) and we followed the HM Government Code of Practice on Consultation (published July 2008 and amended in 2018).
- The full list of comments made and consideration given is available by request from the relevant contacts detailed in Annex 1.
- 2.5 The policy was approved at a meeting of the Full Council on the (insert date) and was subsequently published on our website.
- 2.6 Should you have any comments about this policy statement, please send them by email to the relevant contacts specified in Annex 1.

- 2.7 It should be noted that this statement of licensing principles will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

3. Declaration

- 3.1 In producing the final statement, this licensing authority declares that it has had regard to the licensing objectives of the Gambling Act 2005, the Guidance to Licensing Authorities issued by the Gambling Commission, and any responses from those consulted on the statement.

4. Responsible Authorities

- 4.1 The licensing authority is required by regulations to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:
- The need for the body to be responsible for an area covering the whole of the licensing authority's area; and
 - The need for the body to be answerable to democratically elected persons, rather than any particular vested interest group.
- 4.2 This authority designates the Oxfordshire Safeguarding Children Board for this purpose.
- 4.3 The contact details of all the Responsible Authorities under the Gambling Act 2005 are available via the Council's website, please see Annex 1.

5. Interested Parties

- 5.1 Interested parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as follows:

"For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the licensing authority which issues the licence or to which the applications is made, the person:

- a) Lives sufficiently close to the premises to be likely to be affected by the authorised activities,
- b) Has business interests that might be affected by the authorised activities, or
- c) Represents persons who satisfy paragraph (a) or (b)"

- 5.2 The licensing authority is required by regulations to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party. The principles are as follows.
- 5.3 Each case will be decided upon its merits. This authority will not apply a rigid rule to its decision making. It will consider the examples of considerations provided in the Gambling Commission's Guidance to Licensing Authorities. It will also consider the Gambling Commission's Guidance that "has business interests" should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.
- 5.4 Interested parties can be persons who are democratically elected such as councillors and MPs. No specific evidence of being asked to represent an interested person will be required as long as the councillor/MP represents the ward likely to be affected. Likewise, parish councils likely to be affected

will be considered to be interested parties. Other than these however, this authority will generally require written evidence that a person/body (e.g. an advocate/relative) 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or has business interests that might be affected by the authorised activities. A letter from one of these persons, requesting the representation is sufficient.

- 5.5 If individuals wish to approach councillors to ask them to represent their views then care should be taken that the councillors are not part of the Licensing Committee dealing with the licence application. If there are any doubts then please contact the Cherwell District Council Licensing department.

6. Exchange of Information

- 6.1 Licensing authorities are required to include in their statements the principles to be applied by the authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under section 350 of the Act with the respect to the exchange of information between it and the other persons listed in Schedule 6 to the Act.
- 6.2 The principle that this licensing authority applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that the Data Protection Act 1998 will not be contravened. The licensing authority will also have regard to any Guidance issued by the Gambling Commission on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.
- 6.3 Should any protocols be established as regards information exchange with other bodies then they will be made available.

7. Enforcement

- 7.1 Licensing authorities are required by regulation under the Gambling Act 2005 to state the principles to be applied by the authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.
- 7.2 This licensing authority's principles are that it will be guided by the Gambling Commission's Guidance to Licensing Authorities and will endeavour to be:
- **Proportionate:** regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
 - **Accountable:** regulators must be able to justify decisions, and be subject to public scrutiny;
 - **Consistent:** rules and standards must be joined up and implemented fairly;
 - **Transparent:** regulators should be open, and keep regulations simple and user friendly; and
 - **Targeted:** regulation should be focused on the problem, and minimise side effects.
- 7.3 This licensing authority will endeavour to avoid duplication with other regulatory regimes so far as possible.
- 7.4 This licensing authority has adopted and implemented a risk-based inspection programme, based on:
- the licensing objectives
 - relevant codes of practice
 - guidance issued by the Gambling Commission
 - the principles set out in this statement of principles.

- 7.5 This may include test purchasing activities to measure the compliance of licensed operators with aspects of the Gambling Act. When undertaking test purchasing activities, this licensing authority will undertake to liaise with the Gambling Commission, the Primary Authority (if applicable) and the operator to determine what other, if any, test purchasing schemes may already be in place. Irrespective of the actions of an operator on their overall estate, test purchasing may be deemed to be an appropriate course of action.
- 7.6 The main enforcement and compliance role for this licensing authority in terms of the Gambling Act 2005 is to ensure compliance with the premises licences and other permissions which it authorises. The Gambling Commission is the enforcement body for the operating and personal licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines are not dealt with by the licensing authority but should be notified to the Gambling Commission.
- 7.7 This licensing authority also keeps itself informed of developments as regards the work of the Department for Business, Energy & Industrial Strategy in its consideration of the regulatory functions of local authorities.
- 7.8 Bearing in mind the principle of transparency, this licensing authority's enforcement/compliance protocols/written agreements are available upon request to the licensing team (see Annex 1 for relevant contact details).

8. Licensing authority functions

- 8.1 Licensing authorities are required under the Act to:
- be responsible for the licensing of premises where gambling activities are to take place by issuing *Premises Licences*
 - issue Provisional Statements
 - regulate *members' clubs* and *miners' welfare institutes* who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits
 - issue Club Machine Permits to Commercial Clubs
 - grant permits for the use of certain lower stake gaming machines at *unlicensed Family Entertainment Centres*
 - receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines
 - issue *Licensed Premises Gaming Machine Permits* for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines
 - register *small society lotteries* below prescribed thresholds
 - issue Prize Gaming Permits
 - receive and Endorse *Temporary Use Notices*
 - receive Occasional Use Notices
 - provide information to the Gambling Commission regarding details of licences issued (see section above on 'information exchange')
 - maintain registers of the permits and licences that are issued under these functions
- 8.2 It should be noted that licensing authorities are not to be involved in licensing remote gambling as this is regulated by the Gambling Commission via operating licences.

PART B: PREMISES LICENCES: CONSIDERATION OF APPLICATIONS

1. General Principles

1.1 Premises licences are subject to the requirements set-out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which are detailed in regulations issued by the Secretary of State. Licensing authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

(i) Decision-making

1.2 This licensing authority is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

1.3 It is appreciated that as per the Gambling Commission's Guidance to Licensing Authorities "moral or ethical objections to gambling are not a valid reason to reject applications for premises licences" (with the exception of the casino resolution powers).

(ii) Definition of "premises"

1.4 In the Act, "premises" is defined as including "any place". Section 152 therefore prevents more than one premises licence applying to any place. But a single building could be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. This approach has been taken to allow large, multiple unit premises such as a pleasure park, pier, track or shopping mall to obtain discrete premises licences, where appropriate safeguards are in place. However, licensing authorities should pay particular attention if there are issues about sub-divisions of a single building or plot and should ensure that mandatory conditions relating to access between premises are observed.

1.5 This licensing authority takes particular note of the Gambling Commission's Guidance to Licensing Authorities which states that: licensing authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular they should be aware of the following:

- the third licensing objective seeks to protect children from being harmed by gambling. In practice that means not only preventing them from taking part in gambling, but also preventing them from being in close proximity to gambling. Therefore premises should be configured so that children are not invited to participate in, have accidental access to or closely observe gambling where they are prohibited from participating;
- entrances to and exits from parts of a building covered by one or more premises licences should be separate and identifiable so that the separation of different premises is not compromised and people do not "drift" into a gambling area. In this context it should normally be possible to access the premises without going through another licensed premises or premises with a permit;
- customers should be able to participate in the activity names on the premises licence.

1.6 The Guidance also gives a list of factors which the licensing authority should be aware of, which may include whether:

- the premises have a separate registration for business rates;
- the premises' neighbouring premises are owned by the same person or someone else?
- the premises can be accessed from the street or a public passageway?
- the premises can only be accessed from any other gambling premises?

1.7 This authority will consider these and other relevant factors in making its decision, depending on all the circumstances of the case.

The Gambling Commission's relevant access provisions for each premises type are reproduced below:

Casinos

- The principal access entrance to the premises must be from a street;
- No entrance to a casino must be from premises that are used wholly or mainly by children and/or young persons;
- No customer must be able to enter a casino directly from any other premises which holds a gambling premises licence.

Adult Gaming Centre

- No customer must be able to access the premises directly from any other licensed gambling premises

Betting Shops

- Access must be from a street or from another premises with a betting premises licence;
- No direct access from a betting shop to another premises used for the retail sale of merchandise or services. In effect there cannot be an entrance to a betting shop from a shop of any kind and you could not have a betting shop at the back of a café – the whole area would have to be licensed.

Tracks

- No customer should be able to access the premises directly from:
 - a casino
 - an adult gaming centre

Bingo Premises

- No customer must be able to access the premise directly from:
 - a casino
 - an adult gaming centre
 - a betting premises, other than a track

Family Entertainment Centre

- No customer must be able to access the premises directly from:
 - a casino
 - an adult gaming centre
 - a betting premises, other than a track

1.8 The Gambling Commission's Guidance to Licensing Authorities contains further guidance on this issue, which this authority will also take into account in its decision-making.

(iii) Premises "ready for gambling"

1.9 The Guidance states that a licence to use premises for gambling should only be issued in relation to premises that the licensing authority can be satisfied are going to be ready to be used for gambling in the reasonably near future, consistent with the scale of building or alterations required before the premises are brought into use.

1.10 If the construction of a premises is not yet complete, or if they need alteration, or if the applicant does not yet have a right to occupy them, then an application for a provisional statement should be made instead.

1.11 In deciding whether a premises licence can be granted where there are outstanding construction or alteration works at a premises, this authority will determine applications on their merits, applying a two stage consideration process:

- first, whether the premises ought to be permitted to be used for gambling;
- second, whether appropriate conditions can be put in place to cater for the situation that the premises are not yet in the state in which they ought to be before gambling takes place.

1.12 Applicants should note that this authority is entitled to decide that it is appropriate to grant a licence subject to conditions, but it is not obliged to grant such a licence.

1.13 More detailed examples of the circumstances in which such a licence may be granted can be found in the Guidance.

(iv) Location

1.14 This licensing authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives are relevant to its decision-making. This authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. This authority has the option of adding conditions to a premises licence to address any such concerns.

(v) Planning:

1.15 This authority will not take into account irrelevant matters as per the Gambling Commission guidance.

(vi) Duplication with other regulatory regimes

1.16 This licensing authority seeks to avoid any duplication with other statutory/regulatory systems where possible, including planning. This authority will not consider whether a licence application is likely to be awarded planning permission or building regulations approval, in its consideration of it. It will though, listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

1.17 When dealing with a premises licence application for finished buildings, this authority will not take into account whether those buildings have to comply with the necessary planning or buildings consents. Fire or health and safety risks will not be taken into account, as these matters are dealt with under relevant planning control, buildings and other regulations and must not form part of the consideration for the premises licence.

1.18 Licensing Objectives

Premises licences granted must be reasonably consistent with the licensing objectives. With regard to these objectives, this licensing authority has considered the Gambling Commission's Guidance to Licensing Authorities and some comments are made below.

1.19 Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime - This licensing authority is aware that the Gambling Commission takes a leading role in preventing gambling from being a source of crime. The Gambling Commission's Guidance does however envisage that licensing authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Thus, where an area has known high levels of organised crime this authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of door supervisors. This licensing authority is aware of the distinction between disorder and nuisance and will consider factors (for example whether police assistance was required and how threatening the behaviour was to those who could see it) so as to make that distinction.

1.20 **Ensuring that gambling is conducted in a fair and open way** - This licensing authority has noted that the Gambling Commission states that it generally does not expect licensing authorities to be concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences. There is however, more of a role with regard to tracks which is explained in more detail in the 'tracks' section of this document.

1.21 **Protecting children and other vulnerable persons from being harmed or exploited by gambling** - This licensing authority has noted the Gambling Commission's Guidance that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at or are, particularly attractive to children). The licensing authority will therefore consider, as suggested in the Gambling Commission's Guidance, whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances / machines, segregation of areas etc.

1.22 This licensing authority is also aware of the Gambling Commission Codes of Practice as regards this licensing objective, in relation to specific premises.

1.23 Conditions

Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

1.24 Decisions upon individual conditions will be made on a case by case basis, although there will be a number of measures this licensing authority will consider utilising should there be a perceived need, such as the use of supervisors, appropriate signage for adult only areas etc. There are specific comments made in this regard under some of the licence types below. This licensing authority will also expect the licence applicant to offer his/her own suggestions as to a way in which the licensing objectives can be met effectively.

1.25 This licensing authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the supervision of entrances; segregation of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives.

These matters are in accordance with the Gambling Commission's Guidance.

1.26 This authority will also ensure that where category C or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

These considerations will apply to premises including buildings where multiple premises licences are applicable.

1.27 This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this licensing authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

1.28 It is noted that there are conditions which the licensing authority cannot attach to premises licences which are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated; and
- conditions in relation to stakes, fees, winning or prizes.

1.29 Door Supervisors

The Gambling Commission advises in its Guidance to Licensing Authorities that if a licensing authority is concerned that a premises may attract disorder or be subject to attempts at unauthorised access (for example by children and young persons) then it may require that the entrances to the premises are controlled by a door supervisor, and is entitled to impose a premises licence to this effect.

1.30 Where it is decided that supervision of entrances/machines is appropriate for particular cases, a consideration of whether these need to be SIA licensed or not will be necessary. It will not be automatically assumed that they need to be licensed, as the statutory requirements for different types of premises vary.

2. Adult Gaming Centres

2.1 This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises.

2.2 This licensing authority may consider measures to meet the licensing objectives such as:

- proof of age schemes
- CCTV
- supervision of entrances / machine areas
- physical separation of areas
- location of entry
- notices / signage
- specific opening hours
- self-exclusion schemes
- provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

3. (Licensed) Family Entertainment Centres

3.1 This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas.

3.2 This licensing authority may consider measures to meet the licensing objectives such as:

- CCTV
- supervision of entrances / machine areas
- physical separation of areas
- location of entry
- notices / signage
- specific opening hours
- self-exclusion schemes
- provision of information leaflets / helpline numbers for organisations such as GamCare.
- measures / training for staff on how to deal with children that are not endowed with authority to be absent from school and on the premises, this includes electively home schooled and excluded children.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

3.3 This licensing authority will, as per the Gambling Commission's guidance, refer to the Commission's website to see any conditions that apply to operating licences covering the way in which the area containing the category C machines should be delineated. This licensing authority will also make itself aware of any mandatory or default conditions on these premises licences, when they have been published.

4. Casinos

4.1 Cherwell District Council has not adopted a 'no casino' resolution under Section 166 of the Gambling Act 2005, but is aware that it has the power to do so. Should this licensing authority decide in the future to pass such a resolution, it will update this policy statement with details of that resolution. Any such decision will be made by the Full Council

5. Bingo premises

5.1 This licensing authority will satisfy itself that bingo can be played in any bingo premises for which they issue a premises licence. This will be a relevant consideration where the operator of an existing bingo

premises applies to vary their licence to exclude an area of the existing premises from its ambit and then applies for a new premises licence, or multiple licences, for that or those excluded areas.

- 5.2 This authority also notes the Guidance regarding the unusual circumstances in which the splitting of pre-existing premises into two adjacent premises might be permitted.

6. Betting premises

- 6.1 *Betting machines* - This licensing authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

7. Tracks

- 7.1 This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this licensing authority will especially consider the impact upon the third licensing objective (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling) and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

- 7.2 This authority will therefore expect the premises licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas on days that schools are not open to pupils and where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

- 7.3 This licensing authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-exclusion schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

- 7.4 *Gaming machines* - Where the applicant holds a pool betting operating licence and is going to use the entitlement to four gaming machines, machines (other than category D machines) should be located in areas from which children are excluded.

- 7.5 *Betting machines* - This licensing authority will, as per the Gambling Commission's Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator proposes to offer.

Applications and plans

- 7.6 The Gambling Act (s51) requires applicants to submit plans of the premises with their application, in order to ensure that the licensing authority has the necessary information to make an informed judgement about whether the premises are fit for gambling. The plan will also be used for the licensing authority to plan future premises inspection activity.
- 7.7 Plans for tracks do not need to be in a particular scale, but should be drawn to scale and should be sufficiently detailed to include the information required by regulations.
- 7.8 Some tracks may be situated on agricultural land where the perimeter is not defined by virtue of an outer wall or fence, such as point-to-point racetracks. In such instances, where an entry fee is levied, track premises licence holders may erect temporary structures to restrict access to premises.
- 7.9 In the rare cases where the outer perimeter cannot be defined, it is likely that the track in question will not be specifically designed for the frequent holding of sporting events or races. In such cases betting facilities may be better provided through occasional use notices where the boundary premises do not need to be defined.
- 7.10 This authority appreciates that it is sometimes difficult to define the precise location of betting areas on tracks. The precise location of where betting facilities are provided is not required to be shown on track plans, both by virtue of the fact that betting is permitted anywhere on the premises and because of the difficulties associated with pinpointing exact locations for some types of track. Applicants should provide sufficient information that this authority can satisfy itself that the plan indicates the main areas where betting might take place. For racecourses in particular, any betting areas subject to the “five times rule” (commonly known as betting rings) must be indicated on the plan.

8. Travelling fairs

- 8.1 This licensing authority is responsible for deciding whether, where category D machines and/or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.
- 8.2 The licensing authority will also consider whether the applicant falls within the statutory definition of a travelling fair.
- 8.3 It is noted that the 27-day statutory maximum for the land being used as a fair applies on a per calendar year basis, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This licensing authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

9. Provisional statements

- 9.1 Developers may wish to apply to this authority for provisional statements before entering into a contract to buy or lease property or land to judge whether a development is worth taking forward in light of the need to obtain a premises licence. There is no need for the applicant to hold an operating licence in order to apply for a provisional statement.
- 9.2 S204 of the Gambling Act provides for a person to make an application to the licensing authority for a provisional statement in respect of premises that he or she:
- expects to be constructed;

- expects to be altered; or
- expects to acquire a right to occupy.

9.3 The process for considering an application for a provisional statement is the same as that for a premises licence application. The applicant is obliged to give notice of the application in the same way as applying for a premises licence. Responsible authorities and interested parties may make representations and there are rights of appeal.

9.4 In contrast to the premises licence application, the applicant does not have to hold or have applied for an operating licence from the Gambling Commission (except in the case of a track) and they do not have to have a right to occupy the premises in respect of which their provisional application is made.

9.5 The holder of a provisional statement may then apply for a premises licence once the premises are constructed, altered or acquired. The licensing authority will be constrained in the matters it can consider when determining the premises licence application, and in terms of representations about premises licence applications that follow the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless:

- they concern matters which could not have been addressed at the provisional statement stage, or
- they reflect a change in the applicant's circumstances.

9.6 In addition, the authority may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- which could not have been raised by objectors at the provisional statement stage;
- which in the authority's opinion reflect a change in the operator's circumstances; or
- where the premises has not been constructed in accordance with the plan submitted with the application. This must be a substantial change to the plan and this licensing authority notes that it can discuss any concerns it has with the applicant before making a decision.

10. Reviews

10.1 Requests for a review of a premises licence can be made by interested parties or responsible authorities; however, it is for the licensing authority to decide whether the review is to be carried-out. This will be on the basis of whether the request for the review is relevant to the matters listed below:

- in accordance with any relevant Code of Practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of principles.

10.2 The request for the review will also be subject to the consideration by the authority as to whether the request is frivolous, vexatious, or whether it will certainly not cause this authority to wish to alter/revoke/suspend the licence, or whether it is substantially the same as previous representations or requests for review.

10.3 The licensing authority can also initiate a review of a particular premises licence, or a particular class of premises licence on the basis of any reason which it thinks is appropriate.

10.4 Once a valid application for a review has been received by the licensing authority, representations can be made by responsible authorities and interested parties during a 28 day period. This period begins 7 days after the application was received by the licensing authority, who will publish notice of the application within 7 days of receipt.

- 10.5 The licensing authority must carry out the review as soon as possible after the 28 day period for making representations has passed.
- 10.6 The purpose of the review will be to determine whether the licensing authority should take any action in relation to the licence. If action is justified, the options open to the licensing authority are to:
- (a) add, remove or amend a licence condition imposed by the licensing authority;
 - (b) exclude a default condition imposed by the Secretary of State or Scottish Ministers (e.g. opening hours) or remove or amend such an exclusion;
 - (c) suspend the premises licence for a period not exceeding three months; and
 - (d) revoke the premises licence.
- 10.7 In determining what action, if any, should be taken following a review, the licensing authority must have regard to the principles set out in section 153 of the Act, as well as any relevant representations.
- 10.8 In particular, the licensing authority may also initiate a review of a premises licence on the grounds that a premises licence holder has not provided facilities for gambling at the premises. This is to prevent people from applying for licences in a speculative manner without intending to use them.
- 10.9 Once the review has been completed, the licensing authority must, as soon as possible, notify its decision to:
- the licence holder
 - the applicant for review (if any)
 - the Commission
 - any person who made representations
 - the chief officer of police or chief constable; and
 - Her Majesty's Commissioners for Revenue and Customs

PART C: PERMITS / TEMPORARY & OCCASIONAL USE NOTICES

1. Unlicensed family entertainment centre gaming machine permits (Statement of Principles on Permits - Schedule 10 paragraph 7)

- 1.1 Where a premises does not hold a premises licence but wishes to provide gaming machines, it may apply to the licensing authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238).
- 1.2 The Gambling Act 2005 states that a licensing authority may prepare a *statement of principles* that they propose to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission.

It should be noted that a licensing authority cannot attach conditions to this type of permit.

Statement of Principles This licensing authority will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards to children that are not endowed with authority to be absent from school and on the premises this includes electively home schooled and excluded children, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on / around the premises. This licensing authority will also expect, as per Gambling Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

2. (Alcohol) Licensed premises gaming machine permits - (Schedule 13 paragraph 4(1))

Automatic entitlement: 2 machines

- 2.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises to automatically have 2 gaming machines, of categories C and/or D. The premises merely need to notify the licensing authority and pay the prescribed fee.
- 2.2 The licensing authority can remove the automatic authorisation in respect of any particular premises if:
 - provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
 - gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the licensing authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with);
 - the premises are mainly used for gaming; or
 - an offence under the Gambling Act has been committed on the premises.

Permit: 3 or more machines

- 2.3 If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and "*such matters as they think relevant.*"

- 2.4 This licensing authority considers that “such matters” will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also help. As regards the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets/helpline numbers for organisations such as GamCare.
- 2.5 It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.
- 2.6 It should be noted that the licensing authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.
- 2.7 It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

3. Prize gaming permits

- 3.1 The Gambling Act 2005 states that a licensing authority may “prepare a statement of principles that they propose to apply in exercising their functions under this Schedule” which “may, in particular, specify matters that the licensing authority proposes to consider in determining the suitability of the applicant for a permit”.
- 3.2 This Licensing Authority has not prepared a statement of principles. Should it decide to do so it will include details in a revised version of the policy statement.
- 3.3 In making its decision on an application for this permit the licensing authority does not need to (but may) have regard to the licensing objectives but must have regard to any Gambling Commission guidance (Gambling Act 2005, Schedule 14 paragraph 8(3)).
- 3.4 It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the licensing authority cannot attach conditions. The conditions in the Act are:
- the limits on participation fees, as set out in regulations, must be complied with;
 - all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
 - the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
 - participation in the gaming must not entitle the player to take part in any other gambling.

4. Club gaming and Club Machines Permits

- 4.1 Members clubs and miners' welfare institutes (but not commercial clubs) may apply for a club gaming permit. The permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in forthcoming regulations.

- 4.2 Members clubs and miner's welfare institutes – and also commercial clubs – may apply for a Club Machine Permit. A Club Machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D). NB commercial clubs may not site category B3A gaming machines offering lottery games in their club.
- 4.3 The club must be conducted 'wholly or mainly' for purposes other than gaming, unless the gaming is permitted by separate regulations. The Secretary of State has made regulations and these cover bridge and whist clubs.
- 4.4 Licensing authorities may only refuse an application on the grounds that:
- (a) the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
 - (b) the applicant's premises are used wholly or mainly by children and/or young persons;
 - (c) an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
 - (d) a permit held by the applicant has been cancelled in the previous ten years; or
 - (e) an objection has been lodged by the Commission or the police.
- 4.5 There is also a 'fast-track' procedure available under the Act for premises which hold a club premises certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). Commercial clubs cannot hold club premises certificates under the Licensing Act 2003 and so cannot use the fast-track procedure.
- 4.6 There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

5. Temporary use notices

- 5.1 Temporary use notices allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a temporary use notice, according to the Gambling Commission, would include hotels, conference centres and sporting venues.
- 5.2 The licensing authority can only grant a temporary use notice to a person or company holding a relevant operating licence, i.e. a non-remote casino operating licence.
- 5.3 The Secretary of State has the power to determine what form of gambling can be authorised by temporary use notices, and at the time of writing this Statement the relevant regulations (SI no 3157: The Gambling Act 2005 (Temporary Use Notices) Regulations 2007) state that temporary use notices can only be used to permit the provision of facilities or equal chance gaming, where the gaming is intended to produce a single winner, which in practice means poker tournaments.
- 5.4 There are a number of statutory limits as regards temporary use notices. The meaning of "premises" in Part 8 of the Act is discussed in the Gambling Commission Guidance to Licensing Authorities. As with "premises", the definition of "a set of premises" will be a question of fact in the particular circumstances of each notice that is given. In the Act "premises" is defined as including "any place".
- In considering whether a place falls within the definition of "a set of premises", the licensing authority needs to look at, amongst other things, the ownership/occupation and control of the premises.
- 5.5 This licensing authority expects to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises, as recommended in the Gambling Commission's Guidance to Licensing Authorities.

6. Occasional use notices (OUNs)

- 6.1 The licensing authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This licensing authority will though, consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice. This licensing authority will also ensure that no more than 8 OUNs are issued in one calendar year in respect of any venue.

7. Small society lotteries

- 7.1 This licensing authority will adopt a risk based approach towards its enforcement responsibilities for small society lotteries. This authority considers that the following list, although not exclusive, could affect the risk status of the operator:
- submission of late returns (returns must be submitted no later than three months after the date on which the lottery draw was held);
 - submission of incomplete or incorrect returns;
 - breaches of the limits for small society lotteries.
- 7.2 Non-commercial gaming is permitted if it takes place at a non-commercial event, either as an incidental or principal activity at the event. Events are non-commercial if no part of the proceeds is for private profit or gain. The proceeds of such events may benefit one or more individuals if the activity is organised:
- by, or on behalf of, a charity or for charitable purposes
 - to enable participation in, or support of, sporting, athletic or cultural activities.
- 7.3 Charities and community groups should contact Cherwell District Councils licensing department.

PART D: ANNEXES

Annex 1: List of Local Authorities and other Partners

Cherwell District Council

Bodicote House
Bodicote
Banbury
OX15 4AA
TEL: 01295 753738
licensing@cherwell-dc.gov.uk

Oxfordshire Safeguarding

Oxfordshire Safeguarding Board
Officer
3rd Floor County Hall
New Road
Oxford OX5 2NX
<http://www.oscb.org.uk/>

H M Revenue & Customs

Holland House
20 Oxford Road
Bournemouth
BH8 8DZ
www.hmrc.gov.uk

Oxfordshire Fire and Rescue Service

Oxfordshire Fire and Rescue Service
Headquarters
Sterling Road
Kidlington
Oxfordshire OX2 2DU
TEL: 01865 891189

Thames Valley Police

Licensing Department
Thames Valley Police
E Block HQ South
165 Oxford Road
Kidlington
Oxfordshire OX5 2NX
TEL: 0845 8505505

The Planning Authority

Bodicote House
Banbury
OX15 4AA
TEL: 01295 753738

<https://www.oxfordshire.gov.uk/cms/public-site/fire-and-rescue-service>

<http://www.thamesvalley.police.uk/>

planning@cherwell-dc.gov.uk

The Gambling Commission

Victoria Square House
Victoria Square
Birmingham
B2 4BP
TEL: 01212306666
info@gamblingcommission.gov.uk

Annex 2: List of Consultees on the Statement of Principles

- Association of British Bookmakers Warwick House, 25 Buckingham Palace Road, London, SW1W 0PP
- British Beer and Pub Association, Market Towers, 1 Nine Elms Lane, London, SW8 5NQ
- Gambling Commission, Victoria Square House, Victoria Square, Birmingham, B2 4BP
- HM Revenue and Customs, Holland House, 20 Oxford Road, Bournemouth, BH8 8DZ
- Thames Valley Police, Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxon, OX5 2NX
- Oxon PCC, The Farmhouse, Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxon, OX5 2NX
- Oxon Safeguarding Childrens Board, 3rd Floor, Oxfordshire County Council, County Hall, New Road, Oxford, OX1 1ND
- Oxon Safeguarding Adults Board, 3rd Floor, Oxfordshire County Council, County Hall, New Road, Oxford, OX1 1ND
- Bingo Association, 75 High Street North, Dunstable, LU6 1JF
- Gamcare, 1st Floor, CAN Mezzanine Old Street, London, N1 6AH
- BACTA, 134-136 Buckingham Palace Road, London, SW1W 9SA
- Public Health Oxfordshire, Public Health Team, OCC, County Hall, New Road, Oxford, OX1 1ND
- Parish Councils
- District Councillors
- Health Protection
- Environmental Protection
- Licensed premises

Annex 3: Local Area Profile

Gambling Act Local Area Profile – Cherwell District Council

Cherwell is predominantly a rural district with 3 main towns; Banbury, Bicester and Kidlington. At the last census the population was 146 635 with 63% of that number living in the 3 main towns.

The licensing authority does not have any information that there are specific issues around gambling at present.

The licensing authority would recommend that the following matters are considered by operators when preparing their local risk assessment:

- the location of the premises to services for children such as schools, playgrounds, leisure/community centres and other areas where children will gather;
- the vicinity of the premises to gambling or addiction support or treatment centres where children or vulnerable groups may be present;
- Range of facilities in proximity to the licensed premises such as other gambling outlets, banks, post offices, service tills, refreshment and entertainment type facilities;
- the demographics of the area in relation to vulnerable groups;
- whether the premises is in an area subject to high levels of crime and/or disorder;
- local risk assessments should show how vulnerable people, including people with gambling dependencies are protected including the use of Information held by the licensee regarding self-exclusions and incidences of underage gambling.
- Known problems in the area such as problems arising from street drinkers, youths participating in anti-social behaviour, drug dealing activities, etc.

This list is not exhaustive and other factors not in this list that are identified must be taken into consideration.

The Licensing Authority expects a current copy of the Local Risk Assessment to be kept at the licensed premises.

Appendix 2 - Gambling Act 2005 Statement of Licensing Principles; Summary of Changes

Section	Change	Notes
1.5	Add 'Children & young people are explicitly precluded from employment at licenced gambling premises (part time from 13 years) as per Children and Young Person Act 1933'	Add reference for clarification
3.2	Remove the word 'truant' and replace with 'children that are not endowed with authority to be absent from school and on the premises, this includes electively home schooled and excluded children'	Clarification wording requested by OCC Children's services
7.2	Add 'only on days that schools are not open to pupils'	Clarification wording by OCC Children's services
Part C 1.2	Replace 'truant' And replace with 'to children that are not endowed with authority to be absent from school and on the premises, this includes electively home schooled and excluded children'	Clarification wording by OCC Children's services
7.2	Add 'on days that schools are not open to pupils'	Clarification wording by OCC Children's services

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Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Cherwell District Council and Oxfordshire County Council Equality and Climate Impact Assessment

December 2021

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Section 1: Summary details

Directorate and Service Area	Regulatory Services and Community Safety; Licensing
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Cherwell District Council (CDC) Revised Statement of Licensing Principles which is required to be published by the Council under the Gambling Act 2005. 'CDC Gambling Act 2005 Statement of Licensing Principles'
Is this a new or existing function or policy?	This is an existing Policy that requires readoption. This process is completed every three years and due republication in January 2022.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The Statement of Licensing Principles following review and comparison with the Statutory Guidance issued in 2021 is itself is unchanged with the only amendments being to the document layout and inclusion of Cherwell District Council Logo and Dates etc and the reclarification of wording. The review of the policy has taken in to account the guidance issued by central government (Gambling Commission) and other regulatory bodies to ensure it is consistent with those nationally and within. The review has concluded that no change is required therefore there are no anticipated detrimental impacts, due to this this being a standard policy that is adopted equally across the district.
Completed By	Richard Rockall
Authorised By	Richard Webb

Date of Assessment	21 st December 2021
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Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>Section 349 of The Gambling Act 2005 requires all licensing authorities to prepare and publish a statement of principles that they propose to apply in exercising their functions under the Act and in particular the following three licensing objectives:</p> <ul style="list-style-type: none"> o Keeping gambling crime free o Making sure that gambling is fair and open o Protecting children and vulnerable adults <p>The Statement of Licensing Principles is required to be reviewed every three years. To help the process, the Act requires the Gambling Commission to issue statutory guidance to Licensing Authorities on the manner in which they are to exercise their functions under the Act and the principles to be applied by them in exercising those functions. Licensing Authorities are required to take account of all such guidance.</p> <p>The statutory guidance is designed to ensure the spread of best practice and consistency of approach in decision making amongst licensing authorities, whilst not preventing authorities from properly exercising the discretion they have to take account of appropriate and relevant local issues and factors.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>There are no amendments to the substance of the Statement of Licensing itself. It is a readoption of the Policy.</p>

<p>Evidence / Intelligence</p> <p>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 on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>Statutory Consultation evidence for this review.</p> <p>To date we have received no comments during the consultation process. We have consulted statutory consultees including Thames Valley Police, Oxfordshire Fire and Rescue and Adult and Child Safeguarding and every licensed premise in the Cherwell District.</p> <p>At the time of writing, we are still awaiting comments from Oxfordshire Public Health, but it is expected that as no changes are being made that no adverse comments will be received.</p>
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>There is no alternative. It is a requirement to have a Gambling Act 2005 Statement of Licensing Principles.</p>

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Armed Forces	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Carers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Other Council Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Providers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Social Value ¹	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

¹ If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Section 3: Impact Assessment - Climate Change Impacts

OCC and CDC aim to be carbon neutral by 2030. How will your proposal affect our ability to reduce carbon emissions related to

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
Energy use in our buildings or highways	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Our fleet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Staff travel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Purchased services and products (including construction)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Maintained schools	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Appendix 3

We are also committed to enable Cherwell to become carbon neutral by 2030 and Oxfordshire by 2050. How will your proposal affect our ability to:

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Enable carbon emissions reduction at district/county level?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	N/A
Person Responsible for Review	N/A
Authorised By	N/A

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Cherwell District Council

Executive

7 February 2022

Approval of a Cherwell District Council Social Value Policy

Report of Director of Law and Governance

This report is public

Purpose of report

To advise Executive on progress towards introducing a Social Value Policy for Cherwell District Council.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the draft Social Value Policy (Appendix 1).
- 1.2 To approve the planned implementation of the Social Value Policy, as outlined in the report.

2.0 Introduction

- 2.1 Initial plans were for a joint Cherwell District Council (CDC) and Oxfordshire County Council (OCC) Social Value Policy, as set out in the first, CEDR (Chief Executive Direct Reports, the senior leadership team) report on social value, that was approved on the 18 November 2020 (see Appendix 2).
- 2.2 Following a discussion at the Directorate Leadership Team (DLT) meeting for Commercial Development, Assets and Investment on 18 November 2021, two separate Social Value Policies, one for OCC and one for CDC, have been developed. This second report will focus on the new approach and the CDC Social Value Policy in particular; for details of the former approach, please consult Appendix 2.
- 2.3 Once implemented, the two Policies will enable each Council to manage social value as appropriate for their differing external spend profiles and/or internal budgets. Common to both policies will be the ability to deliver increased value from procurement activity and to adhere to the requirements of the Public Services (Social Value) Act 2012.

- a. Please see [here](#) for full details, including a link to the legislation itself. There has also been a recent Public Procurement Notice (PPN 05/21) published in June 2021 (see [here](#)), which was effective immediately.

- 2.4 Development of the final draft of the Social Value Policies (see attached Appendix 1 for CDC's Policy) has been completed with the support of our supplier, the Social Value Portal ("SVP"). SVP are a market leading social enterprise, who operate a portal tool for tendering and contract management and who provide expert advice on the development of social value policies.
- 2.5 Further work has been undertaken to design the implementation of the Social Value Policies to ensure effective and measurable outcomes. This will include the launch of the portal tool ("the Portal"), a reliable online platform to manage the social value tendering process, as well as measure and report on social value delivery after contracting.
- 2.6 The Portal is underpinned by a robust, well-regarded and appropriately tested "TOMs" (Themes, Outcomes, Measures) Framework methodology, which will be tailored to suit each Council's specific needs. Further detail of the online platform and TOMs Framework is provided in the previous CEDR report (Appendix 2).

3.0 Report Details

Background

- 3.1 SVP were selected as our supplier for this project, because they are subject matter experts in the field of social value and they have demonstrated an additional 20 per cent in social value generation through their experience of working with more than 80 other public sector organisations and in developing social value best practices over the past seven years. The first year's membership fee was £15,000 GBP so the business was direct-awarded as allowed by our procurement process.
- 3.2 SVP are providing the following services to OCC and CDC:
 - a. general consultancy services;
 - b. desktop research and peer review (focused on other LAs);
 - c. expert advice on policy development, including internal policy reviews;
 - d. expert advice on project implementation (including the portal tool);

And after approval of the two policies, SVP will be providing these services:

- e. implementation and launch of the policy and portal tool;
 - f. providing training and hosting webinars to improve understanding of social value and the portal tool;
 - g. day to day running of the portal tool including providing technical support;
 - h. providing access to data (entry or measurement) and reporting for suppliers, Service Areas, Procurement and wider Council stakeholders.
- 3.3 Policy Development Progress

- 3.3.1 As part of the policy development process, the following steps were undertaken by SVP working collaboratively with OCC and CDC:
- a. An internal policy review was undertaken to identify local priorities, challenges and needs for Oxfordshire and Cherwell across jobs, growth, social and environment themes. This will ensure the social value generated is effectively directed where it is most needed.
 - i. The review included the OCC Corporate Plan, CDC Business Plan, OCC and CDC Contract Procedure Rules as well as the OCC and CDC Climate Action Frameworks and Waste Strategy.
 - b. A peer review was undertaken. The social value policies of Blackpool Council, Lancashire County Council, Tunbridge Wells and Brighton and Hove City Council were assessed to identify best practices and any learnings.
 - c. An analysis of buying activity was conducted to understand the potential in social value for OCC and CDC. The analysis helped to identify appropriate social value weightings and weighting thresholds.
- 3.3.2 As a result of this, SVP were able to provide detailed recommendations on developing effective social value policies for each Council, guiding the development yet allowing us to adapt to the individual requirements of both OCC and CDC.

Summary Elements of the CDC Social Value Policy

- 3.4 Listed below is a summary of important policy elements, with full details provided within the policy itself (see Appendix 1 for CDC's Policy):

3.5 Spend Threshold

- 3.5.1 A spend threshold of £75,000 has been incorporated within the CDC policy. All tender responses for contracts above this value will have suppliers' social value commitments evaluated alongside standard price and quality elements.
- a. There is an adjustments and exemptions process, subject to relevant approvals set out in the policies, e.g. to account for lack of flexibility in frameworks and DPSs to include social value in the tender exercise.
- 3.5.2 Based on an analysis of recent OCC and CDC spending, contracts of a value over £100,000 represent 62 per cent of total spend (known to the Procurement and Contract Management Hub), which covers 99% of total social value potential.
- 3.5.3 Setting such a spend threshold ensures a balanced approach to increasing productivity within our supplier relationships, whilst still ensuring their social value commitments are in proportion to total contract spend.

3.6 Tender Evaluation Weighting

- 3.6.1 The primary mechanism for embedding social value in procurements is through incorporating a social value weighting, alongside standard price and quality weightings, in tender evaluations. A proportion of the overall score awarded for above-threshold tenders is dependent on bidders' quantitative and qualitative responses detailing their proposed social value commitments.

- 3.6.2 Two tiers of social value weightings are included within the CDC policy:
- For tenders valued over £75,000 but below the public procurement thresholds, a minimum social value weighting of 12 per cent will be applied in the tender evaluation stage;
 - For tenders valued above the public procurement thresholds, the social value weighting increases to suggested minimum of 16 per cent;
 - The remaining score for tender evaluations is split between price and quality (and any other required element), each weighting being reduced by the same percentage amount to preserve the ratios relative to each other.

3.7 Prioritisation

- 3.7.1 Individual social value measures can be prioritised to encourage bidders to offer additional benefits where the priority is highest. Through bidding against the higher priority measures, bidders can achieve a higher social value quantitative score.
- 3.7.2 Reflecting the significant carbon emissions resulting from the Council's supply chain and the high priority of taking climate action recognised by CDC, all climate-related measures will receive a maximum prioritisation (3x).
- 3.7.3 In addition to climate action measures, additional selected social, economic and environmental measures will receive a higher prioritisation (2x or 3x) to reflect CDC priorities.

3.8 Accessibility and Supporting Local Suppliers

- 3.8.1 Ensuring fair and appropriate accessibility of council contracts for a broad range of companies, particularly MSMEs, local businesses and those of diverse ownership or management, represents an important aspect of the Social Value Policy.
- 3.8.2 Lower value tenders are likely to be particularly suited to local MSMEs, which are particularly important to Cherwell due to the local growth, local employment and in many cases the reduced transport emissions they would generate.

3.9 Implementation Process

- 3.9.1 Alongside development of the policy, progress has also been made in identifying key steps to ensure effective implementation of the policy:
- a. Themes Outcomes Measures (TOMs) Workshop** – Involving key officers from across service areas, the workshop will provide an introduction to social value measurement, a review of social value priorities and a mapping exercise to ensure the social, economic and environmental measures within the TOMs Framework are appropriately aligned and adapted to key Council priorities, needs and requirements.
 - b. Invitation to Tender (ITT) Document** – Social Value Portal have provided a template ITT document, which is being tailored to suit the Council's processes and ways of working. This will then be finalised and made ready for use in live tender exercises, and can be further customised to reflect the specific requirements of each purchase being undertaken.

- c. **Training** – Social Value Portal will provide a range of training to support effective implementation of the Social Value Policy. Specific portal training will be provided for the procurement team alongside more general training for officers across different service areas. An ongoing series of bidder and supplier engagement webinars will also be held.
- d. **Communication and Engagement** – An engagement plan is currently being developed to ensure councillors and officers are aware of the Social Value Policy, understand its purpose and what their role will be in ensuring its effective implementation. A range of internal communications and briefings will be planned to support this.
- e. **Set Up Portal** – An account will be created on the portal tool provided by Social Value Portal, with specific sub-accounts for OCC purchasing, CDC purchasing and perhaps also any joint purchasing. Accompanying technical guidance will be provided to support the procurement team (alongside the procurement-specific training completed in December 2021).
- f. **Bid Evaluation** – As part of the membership and alongside access to the portal tool, SVP will evaluate all suppliers' social value commitments and feedback their recommendations to the procurement team. The winning supplier will be charged an annual fee of 0.2 per cent of the contract value, capped between £750 and £7500, covering evaluation of the social value bid responses and their ongoing membership of the Portal for related data reporting and performance management.

3.10 Monitoring and Reporting

3.10.1 In addition to the social value tendering as set out above, the Portal is a contract management tool that effectively tracks supplier performance as they deliver social value in the field. This social value will be evidenced using the TOMs Framework and suppliers are required enter their delivery data periodically.

3.10.2 The platform includes a dashboard facility to monitor social value delivery in summary and using a visual format. The data can be segmented in many ways, including according to council priorities, such as total carbon emission reductions reported in tonnes of CO₂e. It can also showcase key outcomes, such as the number of hours of CV workshops for care leavers, NEETs, military workers, etc.

3.10.3 SVP will review the social value data on a quarterly basis, highlighting any concerns on data quality with the supplier. The Council and its suppliers will be able to download performance management reports from the Portal on an e.g. quarterly basis (exact frequency can be adjusted to suit the circumstances).

3.10.4 SVP will prepare an annual and/or end of project report (including case studies, if information available) and share this with the supplier and the Council.

3.11 Governance

3.11.1 The development of the policy is being led by the Procurement Policy and Governance Officer along with the Climate Action Policy Officer and the Localities and Partnership Team Leader (Communications, Strategy, Insight).

3.11.2 The policy has progressed to Executive (this meeting, 7 February 2022) via the appropriate governance steps, with details provided below in point 3.13 and in section 5.0, Consultation.

Communications

3.12.1 SVP have presented to several Policy, Procurement and Climate Action team officers. They also hosted the implementation project kick-off meeting in April 2021 and delivered training for the Procurement and Contract Management Hub in December 2021.

3.12.2 The project team have begun to engage Communications (the Senior Internal Communications Officer on general internal communications matters, and the Climate Action Policy Officer on the Climate Café and other climate-specific communications matters), for help with building a robust communications and engagement plan for the social value project.

3.12.3 Engagement is already taking place with both Councillors and Officers to ensure the Social Value Policies are successfully embedded within both Councils. This need was captured in the draft communications and engagement plan, and relevant briefings are already under way with the appropriate Councillors and Officers as needed.

Key Dates

3.13 The following key dates are anticipated for the next stages of policy development and portal implementation:

Stage	Action	Expected Month
Policy Development	ECIA review/approval	November - Completed
	Share draft policy with Steve Jordan and Bill Cotton for content sign-off	November - Completed
	Draft policy presented to CEDR for approval	December - Completed
	Portfolio Holder Briefings	January - Underway
	Informal Cabinet/ BPM Approval	December/January
	Cabinet/ Executive Approval	February
Policy Implementation	Develop Communications and Engagement Plan	Began late August; ongoing
	Hold TOMs workshop to align policy priorities with social value measures	Following CEDR approval (e.g. December or January)
	Training	Following CEDR approval, beg. December - Underway
	Portal Set-up	Following CEDR approval (e.g. January or February)
	Project Go Live	Following Executive and implementation (e.g. April).

4.0 Conclusion and Reasons for Recommendations

- 4.1 The aim of the CDC Social Value Policy is to enable the Council's spending to go further by encouraging suppliers to commit to providing additional social value, through the tendering process, that will benefit local communities within Cherwell.
- 4.2 Incorporating social value into our procurement process can be achieved with minimal additional time and cost, yet it is a change that can make a real difference to people in the local community, to service delivery and to the Council's spending plans as a whole.
- 4.3 Social value is also a legal requirement as set out in the Public Services (Social Value) Act 2012, which came into effect in January 2013, and the recent National Procurement Statement (PPN 05/21) published in June 2021. Both the law and the statement apply to all types of public bodies, including local authorities. The mandatory nature of this legislation underlines the importance of launching the policy as quickly as possible.
- 4.4 The CDC Social Value Policy is intended to define our objectives and strategy, as well as provide a high-level framework governing the practical procurement context (when tendering and managing contracts). The policy will sit above our organisation's specific social value measures, known as TOMs (Themes, Objectives, Measures). Both are aligned with Council priorities and together will determine how Cherwell captures social value from its suppliers.
- 4.5 Adoption of this policy will provide benefits that meet the Council's priorities, as detailed in the Corporate, Local and Business Plans, the Climate Action Framework and the joint Including Everyone: Equalities, Diversity and Inclusion ("EDI") Framework. An important example would be an increase in spending with local suppliers, which would support the local economy and job market. This would enable Cherwell to build back better and contribute to other key priorities including emission reductions and flourishing communities.

5.0 Consultation

Consultation	Name of specialist(s) consulted	Date [if you have consulted more than once list all the dates]
Other teams/functions likely to be impacted	Melissa Sage Sarah Gilbert Sandra Fisher-Martins	22/07/2021 27/07/2021 16/11/2021
Budgetary Implications	Ian Dyson (OCC) Michael Furness (CDC)	26/08/2021 26/08/2021
Staff implications/HR		
Legal Implications	Christian Smith	19/08/2021
Equality Implications	Steven Fairhurst-Jones Anita Bradley	Project team member
Risk Management		
Communications	Lisa Bergin Venina Bland (Climate Café, etc.)	25/08/2021 23/09/2021

Assistant Director		
Director	Anita Bradley	18/11/2021
Corporate Director	Steve Jordan	18/11/2021
CEDR	CEDR Members	08/12/2021
Portfolio Holder	Cllr Tony Ilott (Finance)	Prior to Exec

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: The option of doing nothing is not available for this project, because it is a legal requirement as set out in the Public Services (Social Value) Act 2012 and the recent National Procurement Policy Statement (PPN 05/21) published in June 2021.

Option 2: The option of undertaking the project using only internal resource was considered, however this would have incurred significant soft costs and would have also taken much longer to implement. Utilising the expertise of the Social Value Portal was considered the best value option, enabling the policy to be effective, well-considered and informed by best practices. In addition, the social value resulting from the new policy is expected to be many times the cost of annual membership, which is relatively low at £15 K GBP.

7.0 Implications

Financial and Resource Implications

- 7.1 The Social Value Policy seeks to enable the Council's spending to go further by encouraging suppliers to commit to providing additional social value that will benefit local communities within Cherwell.
- 7.2 Additional social value generated from implementation of the Policy will be directed towards council priorities, as set out in our Corporate and Business Plans, utilising the prioritisation approach within the TOMs Framework to achieve this.
- 7.3 The costs associated with funding support from SVP have so far come from the Climate Action team budget and consist of the following:
- a. SVP to support policy development and associated research - **£6,000**
 - b. First year's access to the SVP platform, April 2021 to March 2022 - **£15,000**
 - c. Ongoing subscription to SVP's platform in following years will require further funding (currently £15,000 per annum or £36,000 for three years).
- 7.4 Price will continue to be weighted up to ~3x more than social value in our tender exercises, meaning that bidders will want to remain competitive and avoid passing on any additional costs arising from their social value commitments to the Council. Social value commitments made by bidders are also non-prescriptive, enabling suppliers to commit social value in areas that best suit their business models, at minimal additional cost.

- 7.5 Ongoing subscription to the SVP portal will be reviewed following the initial one-year subscription, including through engagement with suppliers and procurement colleagues where necessary to ensure the subscription is delivering the required benefits.

Comments checked by:

Michael Furness, Assistant Director – Finance

01295 221845, michael.furness@cherwell-dc.gov.uk

Ian Dyson, Assistant Director – Finance

+447393001250, ian.dyson@oxfordshire.gov.uk

Legal Implications

- 7.6 A legal review of the final draft Social Value Policies, draft report and relevant backgrounds materials was conducted by Christian Smith (Principal Solicitor – Contracts). He was the appropriate choice because he had also been involved earlier in the project, including but not limited to conducting the legal review of the contract between the Councils and SVP.
- 7.7 The outcome of this legal review was as follows:
- a. “No comments from me although it will be important to ensure that the [Social Value Policies] and [any] procurement practices arising from [them] remain aligned with the new UK procurement regime expected to come into force in 2022.”
- 7.8 The legal advice provided by Christian Smith, as set out in the above point 7.7 a), was incorporated into the overall project plan and when the full details of the new UK procurement regime are finalised and announced, the project team will ensure the Social Value Policies and any procurement practices arising from them will be updated accordingly. This activity will then be repeated for any further changes to UK procurement law on an ongoing basis.

Comments checked by:

Christian Smith, Principal Solicitor – Contracts

(No active contact details as he has now left the Councils).

Risk Implications

- 7.9 It has been questioned whether introducing social value could inflate the cost of contract delivery, leading to price rises over time. However, this should not occur since price will remain a primary element of all tender exercises, as set out in point 7.4 above. In addition, taking a non-prescriptive approach allows suppliers to deliver social value where they are most able, rather than having to commit additional resource to deliver specific outputs.
- 7.10 Development and implementation of a Social Value Policy and related portal tool requires some additional staff time. This ongoing requirement has been minimised by engaging SVP to provide various services to the Councils as set out in point 3.2 above. Any further staff time requirements will be allocated between the project team, made up of the Procurement Policy and Governance Officer, Climate Action Policy Officer and Localities and Partnership Team Leader, as appropriate.

- 7.11 If, after a time, the experience of using the portal tool was not considered satisfactory, there would likely be some challenges around changing to an alternative provider. However, the steps are likely not insurmountable and could be overcome with time and appropriate resource, such as: further training in any new tool, adaptations to internal processes, and adjustments in how e.g. social value bid evaluations are run. There would likely be legacy issues following any change of system, such as difficulty comparing data generated across two tools, particularly if the methodology and/or calculations used are significantly different.
- 7.12 SVP have allocated a dedicated Social Value Advisor to provide consistent and appropriate guidance for the ongoing effective implementation of the policy and portal tool. This Advisor will also coordinate any ongoing training requirements.
- 7.13 These risks will be managed as part of the operational risk register and any risks escalated to the leadership risk register as and when necessary.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.14 The CDC Social Value Policy is aligned to Council priorities on equality, diversity and inclusion and will therefore require bidders to align delivery of their bid with those values. They will retain the freedom to identify the additional social value benefits most suited to their business models.

Comments checked by:

Steven Fairhurst-Jones, Localities and Partnerships Team Leader
+44 7392318890, steven.fairhurstjones@oxfordshire.gov.uk

Sustainability Implications

- 7.15 Both the OCC and CDC Climate Action Frameworks include commitments to work with suppliers and the supply chain to reduce their carbon emissions. The Social Value Policy will support the delivery of such commitments in a number of ways, including maximum prioritisation of environmental measures in tender exercises.

Comments checked by:

Sandra Fisher-Martins, Climate Action Mobilisation Manager
+44 7584 174682, sandra.fisher-martins@oxfordshire.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

- 8.2 As set out in point 3.3.1 above, an internal policy review was undertaken to identify local priorities, challenges and needs for Oxfordshire and Cherwell across jobs, growth, social and environment themes. This will ensure the social value generated is effectively directed where it is most needed.
- 8.3 The review included the OCC Corporate Plan, CDC Business Plan, OCC and CDC Contract Procedure Rules as well as the OCC and CDC Climate Action Frameworks and Waste Strategy.
- 8.4 As a result of this and the peer review also detailed in point 3.3.1, SVP were able to provide detailed recommendations on developing effective social value policies for each Council, guiding the development yet allowing us to adapt to the individual requirements of both OCC and CDC.

Lead Councillor

Councillor Tony Illott, Lead Member for Finance and Governance

Document Information

Appendix number and title

- Appendix 1: CDC Social Value Policy – Final V2
- Appendix 2, *Previous CEDR Paper, Nov 2020*: CEDR - Recommendation to Develop and Implement a Joint OCC, CDC Social Value Policy - 09.11.20

Background papers

None.

Report Author and contact details

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SOCIAL VALUE POLICY

2021-24

Supporting our local economy, environment and society to flourish

[Placeholder Graphic:]



Our ambition is for vibrant communities and growing businesses in a zero carbon Cherwell. We can advance that ambition whenever we buy goods, works or services. By looking beyond the financial cost of a contract or purchase, we can also consider how it might also improve the county’s economic, social and environmental wellbeing. These additional, tangible benefits are known as “social value”. This policy document sets out how we will work together with our supply chain to achieve social value, and how all staff, partners and suppliers can play their part in delivering flourishing communities and a bright future for all in Cherwell.

CONTENTS

1. What is Social Value?
2. Policy Aim & Scope
3. Introduction
4. Policy Objectives & Framework
5. Unlocking Social Value: Procurement & Contract Management
6. Governance
7. Annex One – OCC and CDC TOMs Framework and Useful Links
8. Annex Two – Throughout the Provision Cycle: Procurement Process Flow

WHAT IS SOCIAL VALUE?

Social value is any additional economic, social or environmental benefit generated through Cherwell District Council (“the Council” and “CDC”) activity, including when procuring goods, works or services from the Council’s suppliers and the supply chain. In order to create these added-value benefits and improve on current practice, we and our suppliers will plan how contracts and projects can deliver social value outcomes in a flexible, proportionate and relevant way. This could be, for example, by:

- offering jobs or apprenticeships to military leavers and/or care leavers,
- reducing pay gaps, such as gender, ethnicity, and disability,
- promoting equality and inclusion in the workforce, including through employment and support of staff with disabilities (physical, learning, hidden, etc.)
- sponsoring local community assets (such as village halls or playparks),
- donating to or working with local charities, schools, social enterprises, etc.,
- reducing carbon footprint over time, e.g. by switching to ultra-low emission vehicle fleets,
- or increasing commitment to reducing, recycling or composting waste; or restoring natural habitats to boost biodiversity.

These additional benefits can be measured through financial and non-financial metrics and can encompass the entire supply chain. This means that for every £1 spent by CDC, our suppliers can calculate the added-value return over and above the £1 cost. In some cases, our suppliers may already be delivering these added-value benefits, so the implementation of this Policy is an opportunity to capture and report this for our local communities too.

POLICY AIM

The aim of this policy is to enable the Council’s spending to go further by encouraging suppliers to commit to providing additional social value that will benefit local communities within Cherwell. These additional economic, social and environmental benefits will be provided by our suppliers during the contract or purchase delivery phase, and will contribute towards achieving the Council’s priorities as set out in our Corporate and Business Plans.

As such, this Social Value Policy acts as the ‘golden thread’ between the Council’s Corporate Plan and the Council’s procurements, to unlock additional economic, environmental and social benefits to deliver our strategic priorities.

Through small, low-cost adjustments to the procurement and management of our contracts and single purchases, the Council will be better able to monitor and diversify the social value that their suppliers choose to deliver. This will ensure that CDC’s procurements have a

greater and more relevant impact on local communities, and will help to secure a bright future for their residents.

POLICY SCOPE

This Policy applies to all spending above £100,000 on third-party contracts and single purchases by CDC's Procurement & Contract Management Hub, acting on behalf of the Council. In future, there may be decisions outside of procurement, such as planning, grants, joint ventures and frameworks when this Policy could also apply, and where significant social value could be unlocked.

Beyond our organisation, the Council is also committed to explore working with partner organisations, including the NHS, Fire and Police and Oxfordshire Local Enterprise Partnership (OxLEP) to increase the amount of social value delivered collectively by public sector organisations through jointly agreed approaches.

INTRODUCTION

Delivering Our Priorities

Cherwell District Council is committed to delivering goods, works and services that create vibrant communities under our governance. Contained within the Council's Local and Business Plans are the following strategic priorities:

- **Taking climate action for a zero-carbon future:** Lead on environmental sustainability by delivering on our commitments to be carbon neutral from our own operations by 2030, enable a net-zero carbon Cherwell by 2050 and collaborate with suppliers to bring down supply chain emissions
- **Promoting diverse local skills & employment:** Support a flourishing local economy by improving transport links to create jobs and homes for the future; promote low carbon jobs; improve infrastructure to strengthen the rural employment market
- **Supporting growth of local and diverse SMEs, the green economy and attracting responsible investment:** An enterprising and innovative economy with strong and vibrant local centres that drives sustainable local growth for Cherwell, and maximises the local benefits of net zero transition
- **Flourishing, safer & more connected communities:** We strive to give every child a good start in life, provide opportunities to support active lifestyles, promote health and wellbeing, work with partners to address the causes of health inequality and cultivate inclusive and safe neighbourhoods.

Legislative Context

The Public Services (Social Value) Act 2012 ("the Act") came into force in January 2013, cementing the responsibilities of a contracting authority when procuring those services contracts that are subject to public procurement regulations. The Act requires and encourages councils to take into account the 'economic, social and environmental wellbeing of the relevant area' in its procurement activity.

CDC intends to make a further commitment, by going beyond the Act's requirements and implementing this policy into all aspects of its commercial and procurement activity, wherever practicable. In doing this, both the letter and the spirit of the Act can be delivered whenever the Council engages in third-party purchasing and contracting.

Why is Cherwell District Council Doing This?

Incorporating social value into our procurement process can be achieved with minimal additional time and cost, yet it is a change that can make a real difference to people in the local community, to service delivery and to the Council's spending plan as a whole. Adoption of this policy will provide benefits that meet our corporate priorities, as detailed in the Local and Business Plans, the Climate Action Framework and the joint Including Everyone: Equalities, Diversity and Inclusion ("EDI") Framework.

Local Suppliers and Local Employment

A key aim of the social value policy will be to increase spending with local suppliers, which would support the local economy and job market. By underlining the importance of local suppliers in our tendering process, the Council will also be better placed to keep more of the social value addition within Oxfordshire. This will enable both areas to build back better and contribute to other key priorities including emission reductions and vibrant communities.

Examples of such added value and tangible benefits might include:

- More jobs created for disadvantaged individuals
- More opportunities for local Micro, Small and Medium Enterprises ("MSMEs") and Voluntary, Community and Social Enterprise ("VCSE") organisations through targeted spending
- Improved employability for young people through meaningful work placements, apprenticeships and careers support
- Recruiting and reskilling of personnel away from high carbon industries
- An increase in the number of local employers paying at least the Joseph Rowntree Foundation Living Wage
- Equality, diversity and inclusion training provided both for staff and supply chain staff
- Air pollution is reduced through more sustainable corporate transport
- A commitment by the supplier to reduce a specified level of carbon emissions from particular aspects of their contract or purchase delivery or from their supply chain.

POLICY OBJECTIVES & SOCIAL VALUE FRAMEWORK

Objectives

The objectives of the social value policy are to maximise the local impact of the Council's spending and to:

- Introduce a social value management tool that supports the delivery of our strategic priorities for the people and environment of Cherwell
- Provide a consistent approach to measuring and reporting social value throughout the provision cycle, including continuous improvement
- Define and implement a robust, transparent and efficient digital solution for assessing and awarding the social value segment of tenders, and managing relevant supplier performance during the contract lifecycle
- Allow organisations to compare their own social value performance by sector and build, over time, industry benchmarks to understand 'what good looks like' in Cherwell
- Reduce the uncertainty surrounding social value measurement for organisations, allowing them to make informed decisions based on robust assessments and hence to embed social value into their corporate strategies.

Social Value Measurement Framework

The National Social Value Measurement Framework (the “Measurement Framework”) will underpin and empower the objectives of this policy, by allowing us to unlock, measure and report the social value provided by our suppliers during the provision cycle. The Measurement Framework is also known as the “National TOMs” because it is built around a set of **T**hemes, **O**utcomes and **M**easures, and in recent years has become the most commonly used framework in the UK. The National TOMs were launched in 2017 by the [National Social Value Taskforce](#), chaired by the Local Government Association (LGA), with over 40 members from organisations representing central and local government, the private sector and the third sector.

The National TOMs provide a flexible, measures-based calculation framework designed to articulate social value outcomes in terms that can be objectively assessed. It was conceived and developed to be evidence-led and applicable over the ‘whole life’ of a contract or single purchase, as well as throughout the provision cycle.

Cherwell District Council’s TOMs

THEME	OUTCOMES
PROMOTING DIVERSE LOCAL SKILLS & EMPLOYMENT	More local people in employment
	More opportunities for disadvantaged people
	New and improved skills for local people
	Improved employability of young people
SUPPORTING GROWTH OF SMEs, THE GREEN ECONOMY AND ATTRACTING RESPONSIBLE INVESTMENT	More investment and opportunities for local MSMEs and VCSEs
	Improving staff wellbeing and mental health
	Increase and promote fair and equal pay, and reduce pay gaps (gender, ethnicity, disability, etc.), by collaboration with suppliers
	Encourage best practice and ensure compliant, ethical procurement
	Social Value embedded in the supply chain
VIBRANT, SAFER & MORE CONNECTED COMMUNITIES	Addressing the causes of health inequalities
	Vulnerable people are helped to live independently
	Crime and anti-social behaviour is reduced
	Engage with our communities, develop strong ties and collaborate on projects to improve the local area together
TAKING CLIMATE ACTION FOR A ZERO-CARBON FUTURE	Carbon emissions are reduced
	Air pollution is reduced
	Safeguarding the natural environment
	Resource efficiency and circular economy solutions are promoted
ENCOURAGING SOCIAL INNOVATION	Sustainable procurement is prioritised
	Other measures (TBD)

Figure 1: CDC Social Value TOMs framework

Each of the Measures behind the Outcomes have been assigned a proxy value which allows organisations to report their delivery in financial and non-financial terms. These values were agreed by the National Social Value Taskforce and stem from public sector data sources such as the Unit Cost Database (UCD), following benefit analysis techniques as outlined in the HM Treasury Green Book and other relevant monetary valuation techniques, such as benchmarking of market prices.

There are several benefits to using both the National TOMs and the tendering and contract management portal, known as the Social Value Portal (“the Portal”) for Cherwell District Council. We will be able to:

- ✓ Objectively compare and benchmark year on year social value delivered between contracts and services, to seek sharing of best practice and drive better performance

- ✓ Gain a deeper understanding of where social value is being generated within our suppliers and areas - as well as where more social value could be unlocked to improve outcomes
- ✓ Puts a common language (the £) against the positive impact our spending brings to the area, to inform service planning, tendering and purchasing
- ✓ Being better informed, about where further social value could be unlocked locally, will develop and support our communities, in turn creating a more resilient, healthier and prosperous workforce to contribute to a flourishing Cherwell.

See Annex One for the full Measurement Framework.

UNLOCKING SOCIAL VALUE: PROCUREMENT & CONTRACT MANAGEMENT

Cherwell District Council is committed to a performance and evidence-based approach to unlocking social value, which will ensure that suppliers' tender responses and/or proposals are assessed fairly and independently. The Council will be using the Portal during the tendering process, as well as to monitor supplier performance in the delivery of this added social value during the contract lifecycle.

Companies due to take part in tender exercises will be invited to attend a webinar to learn more about social value bidding, which are held on a monthly basis. Candidate bidders will then receive the Invitation To Tender ("ITT") document(s) and be able to enter the details of their social value bid response onto the Portal by the deadline, ready for bid evaluation and business award processes.

When using the Portal during the bid evaluation and business award processes, the Council will review the additional social, economic and environmental benefits that candidate bidders have offered to deliver for local communities. This will form part of the decision-making process, alongside the separate evaluation of Price and Quality undertaken by the Council directly. This will result in the award of business to the winning bidder, and they will then become a council supplier.

The new supplier will have a performance management account created for them on the Portal. This account will be used periodically during the contract term by the supplier and CDC, to keep track of the delivery of the social value offer made during the earlier tender exercise. The supplier's performance data will be available in unit measures and/or converted into £ GBP value, enabling useful analysis and purposeful discussion to take place.

Existing suppliers, whose contracts have already started, can still choose to submit social value proposals onto the Portal, and to have their delivery performance monitored against these proposals for the remaining duration of their contract with CDC. This will enable the Council to unlock this added social value more quickly than waiting for each tender exercise to take place as scheduled.

Where social value is considered as part of a tender exercise, the public sector Equality Duty continues to apply. A central aim of the Social Value Policy is to promote positive equality outcomes.

Spend Threshold

In order to maximise the effectiveness of this social value policy, while still maintaining the efficiency of the provision cycle, a spend threshold has been set at £75,000 GBP. The

threshold assessment should be conducted at the start of the provision cycle and be based on the estimated spend during the contract or purchase's whole lifecycle.

Any proposed contracts or single purchases below this threshold can proceed through the provision cycle without needing to comply with the requirements of this policy. This means there is no need for suppliers of lower value goods, works or services to interact with the Portal or submit any social value tender responses. However, any supplier may choose to submit a social value proposal (at any point during their contract's lifecycle) to the Portal, even if the contract or purchase has previously been assessed as below threshold.

All contracts or single purchases above this threshold will need to comply with the requirements of this policy, unless an exemption waiver has been obtained (see paragraph below for details). This means that suppliers of higher value goods, works or services will need to interact with the Portal to submit tender responses and performance management data while any contract is active.

If an exemption is proposed or required for any contract or single purchase above the spend threshold, a waiver can be obtained from the Head of Procurement and Contract Management or their delegated authority. Requests for such an exemption should be made on an exceptional basis only and should include an appropriate business case. Requests will only be granted following review of the business case and any prior history of exemption requests. If the exemption is granted, then the proposed contract or purchase can proceed through the provision cycle without needing to comply with the requirements of this policy.

Duration Threshold

To ensure that Council's purchases move through the Provision Cycle at an appropriate speed, a duration threshold has been set at 9 months. The threshold assessment should be conducted at the start of the provision cycle and be based on the planned total contract duration (from the contract start date to the contract expiry date).

Contracts with a duration of less than or equal to 9 months can proceed through the provision cycle without needing to comply with the requirements of this policy. This means there is no need for such suppliers to interact with the Portal or submit any social value tender responses. However, any supplier may choose to submit a social value proposal (at any point during their contract's lifecycle) to the Portal, even if the contract or purchase has previously been assessed as below threshold.

Tender Evaluation Weightings

In order to support and deliver on the Council's priorities as set out in the Local and Business Plans, it has been agreed that a standalone evaluation weighting will be applied to each tender exercise that has been assessed as above the spend threshold. The evaluation weighting is intended to measure the following:

- Social Value: the economic, social and environmental outcomes offered by suppliers and linked to the National TOMs (as adapted to suit the Council's needs).

This will emphasise the importance of social value to our candidate bidders, which should result in better quality engagement with the Portal and the submission of considered and effective tender responses, that are tailored to the requirements of CDC and our residents.

The evaluation weighting will be structured into two tiers, and the applicable tier will depend on the estimated spend during the contract or purchase's whole lifecycle. The tiers will work as follows, unless an exemption waiver has been granted:

- A lower tier that includes all contracts or single purchases above the spend threshold (£100,000 GBP). A minimum of 12% social value evaluation weighting will be applied to all eligible tender exercises above the spend threshold;
- An upper tier that includes all contracts or single purchases that are above the Public Procurement thresholds. A suggested minimum of 16% social value evaluation weighting will be applied to all eligible tender exercises in this tier.

To support and enable the Council's Climate Action Framework (click [here](#) for details), and to help realise the commitments therein, all Climate Action measures within the TOMs Measurement Framework will have a maximum prioritisation weighting in the Portal. In addition, for all contracts or single purchases that are above £500,000 GBP (the "climate action threshold"), a delivery plan is required in which candidate bidders must explain their planned approach to climate action in detail.

Established and New Frameworks

Where an established framework allows, it is expected that the evaluation weightings for quality and price will be reduced in equal proportions, to preserve the respective ratios that existed prior to the introduction of this social value policy. For example, in the case of a lower tier tender exercise, where price was evaluated at 60% and quality at 40% of the overall score, then future tenders will be evaluated as follows:

- Price: 54%
- Quality: 34%
- Social Value: 12%

Where an established framework does not offer this flexibility, it is recommended to contact the framework owner to request whether an exception can be made to allow implementation of this social value policy. If the exception is not granted, it is recommended to ask for the date of the next refresh of the framework, and whether any adjustment is planned to take account of social value policy and the Public Services (Social Value) Act 2012. This will enable appropriate next steps to be taken, such as a contract extension if a new framework is shortly due to be introduced, or an exemption waiver (for details, please see the Spend Threshold and Duration sections above) if no flexibility in the framework exists or can be granted on an exception basis.

If a change to the percentage social value and/or climate action evaluation weightings is proposed or required for any contract or single purchase, then authorisation should be obtained from the Head of Category if above the contract spend threshold or the Head of Procurement and Contract Management if above the Public Procurement thresholds. The authorisation request should provide full details of the change in the percentage evaluation weightings and an appropriate business case.

Where any new frameworks are established by CDC for our own use, social value will be included as part of the selection tendering process. Evaluation weightings will be applied in line with those set out in this Social Value Policy.

Accessibility

We are taking steps to improve the accessibility of the procurement process itself, to encourage a diverse range of bidders to participate in tenders relevant to them. It is important that e.g. local businesses, MSMEs, and companies with diverse ownership or management are well-supported and feel included as they build their experience. This will increase the likelihood of their participation in future. We also ensure that such businesses have fair access to participate in relevant tenders alongside their national and global counterparts, and our established supplier base.

Such steps may include:

- Ensuring that financial turnover thresholds are appropriate and relevant to the value and criticality of the tender, and where financial risk is not high, to ensure small, local firms or MSMEs are not excluded;
- Dividing larger contracts into lots, e.g. geographical zones, so that small organisations with limited capacity can bid for part of the contract;
- Promoting a healthy local supply chain, including building awareness of Council purchasing activities and driving regular tender participation from small, local and diverse businesses, alongside their national and global counterparts
- Ensuring the procurement process is accessible to bids from consortia or partnerships, which can be formed from a number of small and/or local businesses;
- Engage small, local and diverse suppliers with the soft market testing phase prior to major tender exercises, as well as regular market briefings, to build understanding and awareness of Council procurement processes.

Throughout the Provision Cycle: Procurement Process Flow

The process flow for this social value policy is structured as follows:

1. Threshold Assessment
2. Final Options and Business Case
 - Sourcing Plan
 - Authorisations
3. Tender Document Preparation and Tendering
 - Evaluation Weightings
 - Bidders
 - Prioritisation
 - Evaluation
 - Supplier Debrief and Feedback
 - Business Award and Contracting
4. Contract Management

The full process flow can be found in Annex Two below and should be consulted after threshold assessment has been completed. All relevant steps should be followed to ensure full compliance with this social value policy.

GOVERNANCE

A Cabinet member and Senior Officer for social value have been assigned to lead and govern this Policy. These are supported by a Social Value Board and Social Value Leads, managers and officers.

Cherwell District Council will periodically review this Social Value Policy. In doing so, CDC will take account of any changes in legislation pertaining to the Public Services (Social Value Act) 2012, Public Contracts Regulations 2015, the Local Government Act, EU Regulations for as long as these remain applicable, and any changes to the Council's priorities, when it is reviewed.

To further communicate this Policy's performance and progress to all stakeholders, the Council will release an annual Social Value Statement from 2022 to outline key areas of focus, future targets, operational procedures, successes and to communicate key messages to staff, partners, suppliers and other locally based organisations impacted by our social value performance.

ANNEX ONE

CDC TOMs FRAMEWORK AND USEFUL LINKS

TOMs Framework

To be inserted after the TOMS workshop

Useful Links

- [The National TOMs: The Nationally accredited measurement framework for measuring Social Value through partnership with the LGA](#)
- [Short films](#) from the [Local Government Association](#) on how to use the TOMs
- [Guidance document for Bidders: Social Value Portal's bidder guidance](#)
- [National Social Value Taskforce: An open network which welcomes any organisation to get involved](#)



ANNEX TWO

THROUGHOUT THE PROVISION CYCLE: PROCUREMENT PROCESS FLOW

1. Threshold Assessment

Conduct a threshold assessment based on the estimated spend during the contract or purchase's whole lifecycle and, if above threshold, determine whether the tender exercise should be run using the lower or upper tier of evaluation weightings for social value (see detail below via bullet point 'Evaluation Weightings').

If an exemption waiver is proposed or required, prepare an appropriate business case, and apply to the Head of Procurement and Contract Management, or their delegated authority, for their waiver authorisation.

2. Final Options and Business Case

This phase seeks to identify the instances in which the Council should either deliver works or services itself, procure goods, works or services from an external provider or follow a strategy somewhere in-between these two options. Consideration of securing Social Value through a procurement plan will be required for instances where external providers are required.

- **Sourcing Plan:**

Pre-market engagement and any consultation requirements should be considered here, with the aim of identifying the appropriate, relevant and achievable elements of social value that could be delivered through the life of the contract.

- **Authorisations:** Follow the relevant authorisation routes for the options paper and/or the sourcing plan as set out in the Provision Cycle, ensuring that the social value elements are signed off at the same time as the overall document being reviewed.

3. Tender Document Preparation and Tendering

- **Evaluation Weightings:** Informed by best-practice across authorities in England, having analysed our recent years of spending and aligned this policy with the Council's Local and Business Plans, our evaluation weighting and thresholds reflect the biggest potential that can generate meaningful value creation:

- For contracts above £100,000 GBP (goods, works, services), a minimum of 12% social value evaluation weighting will be applied;
 - Exemptions within this threshold may exist, such as for contracts less than six months in duration;
- For contracts above Public Procurement thresholds (goods, works, services), a suggested minimum of 16% social value evaluation weighting will be applied;
 - Exemptions within this threshold may exist, such as for tender frameworks with fixed evaluation weightings.

All Climate Action measures within the TOMs Measurement Framework will have a maximum prioritisation weighting in the Portal. In addition, for all contracts or single purchases that are above £500,000 GBP (the "climate action threshold"), a delivery plan is required in which candidate bidders must explain their planned approach to climate action in detail.

- **Bidders:** Based on the CDC TOMs framework, bidders will be required to propose credible targets against which their performance will be monitored.¹ It is important for bidders to understand the specific requirements set out in the Invitation to Tender (ITT) documents.
- **Prioritisation:** Prioritisations will be given in the Council's Social Value tender requirements to certain Social Value measures that provide the most benefit according

¹ Please note that CDC is not being prescriptive as to which TOMs measures are being sought from bidders by way of Social Value proposals. Bidders are free to choose those measures that are proportional and relevant to their business and to the specific contract. A key success factor for bidders will be their ability to deliver against the social value commitments they have made.

to the local area’s needs and deprivation. With a climate emergency declared by Oxfordshire County Council, the climate action measures will be prioritised for all tender exercises run through the Portal.

- **Evaluation:** Social value bid evaluation is both quantitative (TOMs) and qualitative (supporting delivery statement for each measure). Scoring the quantitative and qualitative evaluation is split 60/40 by default, to ensure that targets are deliverable and well-evidenced, although it will be possible to adjust these sub-weightings to suit the needs of a given tender. The scoring process will be based on the following key elements:

Quantitative	Qualitative
<p>The quantitative Social Value score will be calculated using the formula below:</p> $\frac{\text{Bidder's total social value offer}}{\text{Value of the highest social value offer from all bidders}} \times 100$ <p>The bidder submitting the highest Social Value bid will be scored 100% for this section. All other bidders will be scored in relation to the highest Social Value bid.</p>	<p>Bidders must accompany input target figures for specific Social Value measures with a rationale for each Social Value proposal in the Description / Evidence Box and/or Delivery Plan on the Portal, which demonstrates that they have credible processes in place to deliver their social value commitments on time and to an appropriate standard.</p>

The way in which these proposals will be scored as part of the tender process will be completely transparent and suppliers will know how their Social Value proposals will be evaluated by the Council. For additional guidance see the Useful Links section above.

- **Supplier Debrief and Feedback:** Follow the relevant supplier debrief and feedback process as set out in the Provision Cycle, according to the total contract spend value. Ensure that the social value scoring and reasons are included within the overall feedback as appropriate.
- **Business Award and Contracting:** At the conclusion of the tender process, the business will be awarded to the winning bidder and a formal contract will be entered into (except in the case of single purchases, where instead a short set of terms and conditions may be agreed between the parties). In any case, the contract or agreed terms and conditions shall incorporate the social value commitments made as part of the winning bidder’s response. For a contract, this will likely take the form of a schedule, located after the contract’s signature page.

4. Contract Management

Responsible officers will monitor social value commitments, with agreed reporting periods to track progress ensuring commitments are undertaken in their entirety and using the Council’s leverage when suitable to support delivery.

The Council will seek to hold suppliers to all their contractually specified social value commitments and these will be treated like any other commitment specified in the price or quality component of the suppliers bid submission. In the event of a supplier being unable to deliver one or more of their social value commitments, the Council will permit the supplier, subject to proper agreement and authorisation, to deliver one or more suitable alternative social value commitment(s).

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Appendix 2

The attached template is intended to be used when producing papers for the following meetings:

- Chief Executive’s Direct Reports (CEDR)
- Extended Leadership Team (ELT)
- Informal Cabinet
- Cabinet/CLT Away Days
- CLT Away Days
- MPs Meetings
- Bilaterals / Oxfordshire Leaders / Chief Executives (needs discussion)

The template has been developed to:

- Prompt some thought around issues and implications for reports/decisions, including some of those that we are required to include for auditing/or best practice reasons
- Bring some clarity and structure to some papers
- Work towards more consistent report formatting
- Avoid having officers having to reformat papers for various internal meetings

It is anticipated that officers would only use headings where appropriate and it is understood that the explanatory text may need to be adapted for different meetings.

The following must be completed for all reports. The issues must be assessed in good time, with advice taken from relevant specialist staff and taken into account before the report is finalised and submitted for review. An indication as to who is responsible for the assessment (e.g. the report’s author), and which specialist officer was consulted, should always be included.

Review/Engagement	Name of specialist(s) consulted	Date [if you have consulted more than once list all the dates]
Other teams/functions likely to be impacted	Sarah Gilbert, Tom Layzell, Jeremy Richards	22 nd October 2020, 4 th November 2020
Budgetary Implications	Kathy Wilcox, Ian Dyson	6 th November/ 9 th November 2020
Staff implications/HR	Alison Forfar, Carol Hendry	10 th November 2020
Legal Implications	Christian Smith	9 th November 2020
Equality Implications	Policy Team	1st-23rd October 2020
Risk Management		
Communications		
Assistant Director	Rachel Wileman	21 st October 2020
Director	Sue Halliwell	21 st October 2020
Corporate Director	Paul Feehily	21 st October 2020

Author’s Name: David Wood

[Page one can be removed only by the Meeting Co-ordinator]

MEETING NAME CEDR

ITEM X

18th November 2020

Recommendation to develop and Implement a Joint OCC/CDC Social Value Policy

Purpose / Recommendation

1. To update CEDR on the introduction of a joint Social Value Policy for Oxfordshire County Council and Cherwell District Council.
2. To approve the proposed approach for delivering social value, outlined in this paper and in the attached Social Value Portal proposal.
3. To approve the approach to governance and timescales outlined in the report.

Executive Summary

4. Social value is the additional environmental, social and economic benefit which can be achieved over and above the core benefit of the goods or services being procured and commissioned.
5. A Joint Social Value Policy will enable OCC and CDC to deliver increased value from their procurement and commissioning activity whilst adhering to the requirements of the Social Value Act 2012.
6. The social value generated from such a policy will support the social, economic and environmental priorities of both OCC and CDC, including Climate Action and equalities commitments. The policy could also form an important element of OCC's 'renewal' approach seeking to drive more local benefits from our procurement activities.
7. The councils will continue to work with market leading social enterprise Social Value Portal to develop a policy and embed it in the procurement and commissioning processes and documents for effective implementation.
8. Delivery of social value will be accurately measured and reported using a reliable online platform provided by Social Value Portal and the robust TOMs (Themes, Outcomes, Measures) Framework methodology.
9. The policy development and implementation of the policy will be led by the Procurement Category Lead, Communities. The Climate Action Policy Officer and Policy Team (Communications, Strategy, Insight) will support on the policy development.

Background

10. OCC and CDC spend a combined c£600m on their procurement and commissioning activity per annum. In addition to this, the Growth Fund and HIF Funding represents around £150 per annum for the next 3-4 years. This presents a significant

opportunity for the councils to use the supply chain to deliver additional benefits to the people of Oxfordshire.

11. The Social Value Act 2012 requires all public sector organisations (and their suppliers) to look beyond the financial cost of a contract and consider how the services they commission and procure might improve the economic, social and environmental well-being of an area.
12. A Social Value Policy provides the opportunity for OCC/ CDC to generate increased value from its procurement and commissioning activity (goods, services and works) through requiring suppliers to identify the additional economic, social and environmental benefits they are able to deliver as part of the contract.
13. Examples of additional social value that could be committed by suppliers could include use of low emission vehicles, suppliers employing more individuals from disadvantaged backgrounds or suppliers providing increased support for staff wellbeing as part of contract delivery.
14. Social Value Portal (a leading social enterprise) has demonstrated the benefit of taking a social value approach, delivering an average +25 per cent in social value from procurements which it has supported public sector organisations with, including +20 per cent social value delivered with West Midlands Combined Authority and +27.7 per cent with Star Procurement (who work with 4 Local Authorities in the North West).
15. The additional social value generated as a result of a social value policy can be directed to achieving OCCs and CDCs key economic, social and environmental priorities, including taking climate action and delivering our equalities agenda. The policy is not expected to deliver direct financial savings to OCC/CDC.
16. As part of its Climate Action Framework, OCC has committed to reduce carbon emissions and to improve environmental standards in its contracts. CDC has published its own Climate Action Framework to guide action and mobilisation of its Climate Action programme to 2030 and recognises the importance of delivering purchasing standards aligned with CDC's climate goals. Around 80% of emissions from a typical Local Authority are from its supply chain, so the connection between carbon, procurement and social value is strong. OCC's 'Including Everyone' framework also requires our suppliers to match our commitments on equalities.
17. In addition to increased delivery of social value through procurement and commissioning activity, a social value policy offers the following benefits:
 - a. Promotes a responsible supply chain
 - b. Encourages greater innovation and long-term thinking
 - c. Enables the councils to better understand their supply chain, including required measures to improve resilience to supply chain shocks
 - d. Realises the wider cross-benefits achieved from incorporating a wider economic, social and environmental policy focus

Social Value Policy Development

18. The Social Value Portal (SVP) was identified by the Head of Procurement and Contract Management to provide expertise in developing and delivering a social value policy. The SVP is recognised as the market leader in developing, embedding and measuring social value for both public and private sector organisations.
19. As detailed in the accompanying proposal (annex 1), Social Value Portal will support OCC and CDC in the development and embedding of the Social Value Policy in the following ways:
- a. Support the design of the social value policy, including research to identify an appropriate set of minimum specifications aligned to OCC and CDC priorities (Policy team involvement will ensure the policy reflects each council's key strategic objectives).
 - b. Support the development of a toolkit to embed the Social Value Policy in the Councils' procurement and Commissioning activity.
 - c. Provide access to a platform to enable accurate measurement and reporting of delivered social value against council priorities. The portal calculates social value delivered against each council priority.
 - d. Support OCC/CDC to carry out procurements on the SVP Portal, including evaluating tender responses and ongoing contract management on the Portal.

Social Value Policy Implementation

20. The following approach is proposed to implement the Social Value Policy:
- a. **A social value weighting:**
 - incorporated into tender evaluations alongside cost and quality factors, enabling suppliers to identify areas (social, economic and environmental) where they can most effectively deliver social value in alignment with OCC/CDC priorities.
 - A social value weighting for OCC/ CDC will be determined as part of the policy development process, with best practice typically applying a weighting of around 20 per cent for larger contracts.
 - A minimum contract value to which social value weightings apply will also be determined. This is typically around £100,000 but can be set lower for a more ambitious policy.
 - b. **Specific minimum standards** will be incorporated into contracts, reflecting OCC and CDC priority outcomes. Such standards may for instance include minimum energy efficiency standards for electrical appliances.
 - c. **Industry specific standards** can be identified for larger contracts as appropriate. This could include for instance requiring suppliers to replace high carbon construction materials such as steel or concrete with lower carbon alternatives in construction projects.
21. In addition to the approach outlined above, it is proposed to incorporate a 'climate specific' social value weighting into appropriate tender evaluations, reflecting the significant proportion of council emissions associated with the supply chain, the

specific commitments both councils have made on emissions reduction and the relatively low values assigned to carbon reduction elements of social value delivery.

TOMs Framework

22. SVP use the National TOMs (Themes, Outcomes, Measures) Framework as the tool to identify and measure social value benefits delivered through the policy. The TOMs Framework assigns proxy monetary values against each measure so total social value delivery can be accurately calculated and compared.
23. The TOMs Framework has been developed in accordance with Treasury Green Book principles, developed through widespread consultation with both public and private sector organisations and is supported by the Local Government Association and central government as a robust and reliable measurement framework. The TOMs structure and approach is very similar to current CDC and OCC arrangements for setting, monitoring and reporting on performance against outcomes and KPIs.
24. This framework applies 5 key themes to capture and measure social value and will enable us to directly support climate action and a more resilient supply chain:
 - a. **Jobs:** Promote Local Skills and Employment
 - b. **Growth:** Supporting Growth of Responsible Regional Business
 - c. **Social:** Healthier, Safer and more Resilient Communities
 - d. **Environment:** Decarbonising and Safeguarding our World
 - e. **Innovation:** Promoting Social Innovation
25. Alongside the 5 key themes defined through the TOMs Framework, 27 outcomes and 160 measures have been designed to enable the delivery of social value in a wide range of different forms. Outcomes can be prioritised within the framework to incentivise suppliers to deliver social value according to identified council priorities. The councils' can choose which outcomes and measures to adopt, according to our local needs.
26. Through taking a non-prescriptive approach to social value delivery, suppliers can deliver social value where they are most able to, avoiding increases in the cost of delivery of the contract.

Governance

27. The project will be led by the Procurement Category Lead, Communities. The Climate Action Policy Officer and the Policy Team (Communications, Strategy, Insight) will support on the policy development.
28. The Climate Action Cabinet Advisory Group has requested to be updated on development of the policy at a future meeting, the date of which is to be determined.
29. The policy is expected to progress to Cabinet and Exec via the appropriate governance steps, with indicative timescales provided at the end of this report.

Budgetary implications

30. The Social Value Policy seeks to improve the outcomes delivered through OCC/CDC from procurement and commissioning activity.
31. Additional social value generated from implementation of the policy will be directed towards council priorities, utilising the prioritisation approach for the TOMs Framework
32. A key criterion of any minimum standards incorporated into the policy will be that they don't result in significant cost increases over the lifecycle of the relevant goods and services.
33. The costs associated with funding support from Social Value Portal will come from the Climate Action team budget and consist of the following:
 - a. SVP to support policy development and associated research - **£6,000**
 - b. First year's access to the Social Value Portal platform, April 2021 to March 2022 (for measurement and reporting purposes) - **£15,000**
 - c. Ongoing subscription to the Social Value Portal's platform in following years will require ongoing funding (currently £15,000 per annum or £36,000 for three years)
34. Ongoing subscription to the SVP portal will be reviewed following the initial one-year subscription, including through engagement with suppliers and procurement colleagues where necessary to ensure the subscription is delivering the required benefits.
35. It is proposed that following first year's access, the annual £15,000 cost of access to the Social Value Portal platform and ongoing support from SVP will be charged to the winning bidders of major new contracts which use the SVP platform.

Equalities implications

36. A Social Value Policy will be aligned to OCC/CDC priorities on equality, diversity and inclusion and will therefore require suppliers to align delivery of the contract with those values, whilst giving suppliers the freedom to identify how it is most suited to deliver that social value.
37. Social value in procurement and commissioning is a relatively new approach yet to be adopted by many organisations. Smaller organisations may therefore require some support to help them meet any social value requirements to win tenders. This support will be provided, with SVP providing supplier engagement on social value as part of the onboarding process to its platform, ensuring smaller organisations are aware of tender opportunities and are able to bid for larger contracts through partnering with other organisations in bids.

Risk Management

38. A key concern of a Social Value Policy is that the additional social value delivery inflates the cost of contract delivery, which is then passed onto the councils. This however is not expected to occur since cost will remain a primary element of tender evaluations. In addition, taking a non-prescriptive approach to social value delivery will enable suppliers to deliver social value where they are most able to, rather than having to commit additional resource to deliver specific outputs.
39. Development and implementation of a Social Value Policy will require some additional staff time. This requirement will be minimised by commissioning Social Value Portal to lead on the development of the policy and advise on the ongoing implementation and management, for instance through embedding social value in the councils' procurement documents, thus limiting the amount of additional officer time required. Any further staff time requirements will be allocated between the Procurement Category Lead (Communities), Climate Action Policy Officer and Policy Team as appropriate.
40. It will be ensured that social value delivery will be aligned with council priorities through undertaking a detailed policy review and officer workshop as part of the policy development process, as well as the selection and prioritisation of measures in the TOMs Framework that are aligned with council priorities.
41. The annual subscription to SVP's online platform will include an element of training and engagement with OCC and CDC staff. If the experience of using the platform was not considered satisfactory or inferior to services offered by a competitor, there would likely be some challenges around changing the provider, such as the need for additional training and difficulty in making comparisons between social value generation identified on each platform.
42. Social Value Portal will deliver officer training to ensure that social value is fully recognised and embedded within the councils' procurement and commissioning activity. In addition, SVP will allocate a dedicated Social Value Advisor to provide guidance for the ongoing effective implementation of the policy.

Communications

43. The proposed approach to developing the social value policy was presented to the Climate Action Cabinet Advisory Group in June 2020 and endorsed by the group.
44. Social Value Portal have also presented to Policy, Procurement and Climate Action team members.
45. Going forward, engagement will need to take place with both Councillors and Officers to ensure the social value policy is successfully embedded within both Councils.
46. As part of the development of the policy, a workshop will be undertaken, consisting of officers from across both OCC and CDC, reflecting the wide-ranging scope of the policy.

47. The policy development process will also incorporate two training days to support understanding of the policy.

48. Following presentation of the proposed approach to delivering the Social Value Policy to the Climate Action Cabinet Advisory Group has also requested an update on project progress at a later date.

Key Dates

49. Social Value Portal are ready to commence with the below steps from December 2020, subject to approval from CEDR:

Stage	Indicative Timescale	Action	Action Detail
Policy Development	4 Weeks	Policy Review	Thorough review of local policies, including those of OCC and CDC
		Research into Specific Specifications	Research to identify minimum standards aligned to Council priorities identified through policy review.
		Draft policy	Policy will be drafted based on policy review and specifications research.
OCC/ CDC Governance Process – Policy Approval	February	Climate Action CAG	
	May	CEDR	
	May	Informal Cabinet/ Informal Exec	
	June	Cabinet/ Exec	
	July	Full Council	
SVP Portal Onboarding	3 weeks	Kick Off Meetings	Agree key milestones, review ITT wording (including social value weightings, minimum contract value thresholds), agree approach to tender evaluations
		Undertake TOMs Workshop	Introduction to social value measurement, review of social value objectives, TOMs mapping exercise
	3 weeks	Implementation	Portal set-up and development of guidance materials
		Training	General social value and portal training, advanced training, evaluations training, bidder/supplier engagement
	2 weeks	Project Go Live	
	Ongoing	Evaluation	
		Data Review and Reporting	
		Annual Feedback	

Report by
Contact Officer
November, 2020

Steve Jordan, Corporate Director
David Wood, Procurement Category Lead, Communities

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Cherwell District Council

Executive

7 February 2021

Shareholders Agreement – Crown House and Crown Apartments

Report of Shareholder Representative

This report is public

Purpose of report

To approve the shareholder agreement between Cherwell District Council (CDC) and Crown House Banbury Limited and Crown Apartments Banbury Limited

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the entering into of a shareholder agreement between Cherwell District Council (CDC) and Crown House Banbury Limited and Crown Apartments Banbury Limited
- 1.1 To authorise the Shareholder Representative, in consultation with the Leader of the Council, to settle the final terms and sign the shareholder agreement on behalf of Cherwell District Council.

2.0 Introduction

- 2.1 It is necessary to review, from time to time, the arrangements between the Council and council owned companies to ensure that they are relevant and up to date.
- 2.2 It is proposed that the Council and the Crown House and Apartments companies enter into a shareholder agreement in order to set out the respective rights and obligations of the parties in relation to the business and operations of the two companies. The agreement is made pursuant to the Council's powers under Sections 1 and 4 of the Localism Act 2011. This is to include any other relevant and reasonable powers to meet the objectives of both Crown House and Crown Apartments.

3.0 Report Details

- 3.1 The agreement attached at Appendix 1 details the respective rights and obligations of the parties in relation to the business and operations of the Crown House companies.

- 3.2 The rights and obligations include the business planning cycle and approval, the conduct of the company's affairs, matters relating to the board and production of financial statements and matters requiring consent of the council.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Through agreeing with the recommendations in this report the council is ensuring that a relevant and up to date legal agreement between the Shareholder and Crown House companies is in place.

5.0 Consultation

- 5.1 The board of directors of the Crown companies will be asked to note, comment and approve the agreement before final approval by the Shareholder Representative.

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 to approve the entering into of the shareholder's agreement – this has been rejected as not entering into the agreement would mean that the Council would have no ability to influence or monitor the activities, of the companies through the various rights granted to it under the shareholder's agreement.

7.0 Implications

Financial and Resource Implications

- 7.1 Whilst this report does not have any direct finance implications, I agree that it is best practice as a matter of good governance to enter into an agreement between the shareholder and the company to clarify the rights, obligations and liabilities of both parties.

Comments checked by:

Michael Furness, Assistant Director Finance.

Email: Michael.furness@cherwell-dc.gov.uk , Tel:01295 221845,

Legal Implications

- 7.2 Whilst not a legal requirement, it is considered best practice as a matter of good governance to enter into a shareholder agreement with companies in order to set out explicit rights, obligations and liabilities as between the shareholder and the company.

Comments checked by:

Chris Mace, Solicitor,

Email: Christopher.mace@cherwell-dc.gov.uk Tel: 07702917916

Risk Implications

- 7.3 The proposals set out in this report mitigate risk to the council in ensuring that the Crown companies have the correct governance in place between the companies and the shareholder (council).

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes,
Email: Louise.Tustian@cherwell-dc.gov.uk Tel: 01295 221786,

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Not Applicable

Lead Councillor

Not Applicable

Document Information

Appendix number and title

- Appendix 1 – Shareholder agreement

Background papers

Report Author and contact details

Steve Jordan, Shareholder Representative. 01295 221526, steve.jordan@cherwell-dc.gov.uk

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dated

2022

Cherwell District Council

and

Crown House Banbury Limited

and

Crown Apartments Banbury Limited

Shareholders' Agreement

Shareholders' agreement

dated 2022

Parties

- (1) **Cherwell District Council** whose principal office is at Bodicote House, Bodicote, Banbury, Oxfordshire, OX15 4AA (the **Council**);
- (2) **Crown House Limited** a company incorporated and registered in England and Wales with registered number 09593139 whose registered office is at Bodicote House, Bodicote, Banbury, Oxfordshire, OX15 4AA (**Crown House**); and
- (3) **Crown Apartments Limited** a company incorporated and registered in England and Wales with registered number 11402022 whose registered office is at Bodicote House, Bodicote, Banbury, Oxfordshire, OX15 4AA (**Crown Apartments**).

Introduction

- (A) Crown House was incorporated under the Companies Act 2006 on 15 May 2015 as a private company limited by shares. and Crown Apartments was incorporated under the Companies Act 2006 on 7 June 2018 as a private company limited by shares
- (B) At the date of this Agreement Crown House has issued share capital of £10 divided into 10 ordinary shares at nominal value of £1. each, which are owned by the Council
- (C) At the date of this Agreement Crown Apartments has issued share capital of £100 divided into 100 ordinary shares at nominal value of £1 each, which are owned by Crown House Banbury Ltd.
- (D) This Agreement sets out the respective rights and obligations of the parties in relation to the business and operations of Crown House and Crown Apartments and is made pursuant to the Council's powers under Sections 1 and 4 of the Localism Act 2011. This is to include any other relevant and reasonable powers to meet the objectives of both Crown House and Crown Apartments.

Agreed terms

1 Interpretation and definitions

1.1 In this Agreement:

Annual Accounts Date means the accounting reference date of each Company from time to time;

Board of Directors means the board of directors of a Company;

Board Meeting means a meeting of the Board of Directors;

Business means the business of Crown House and Crown Apartments, respectively described in clause 3 and such other business as the Council may agree from time to time

in writing should be carried on by Crown House or Crown Apartments or any other Company in the Group;

Business Day means a day other than a Saturday or Sunday or public holiday in England and Wales;

Business Plan means the business plan for each of Crown House and Crown Apartments, or, where a Business Plan is required to be produced by any Subsidiary Undertaking then, any other Company in the Group as the case may be, in the agreed form and any subsequent business plan agreed by the Board of Directors in accordance with clause 3.4 and applicable from time to time;

Companies means Crown Apartments and Crown House and each Subsidiary Undertaking in the Group and **Company** means either of them;

Deed of Adherence means a deed of adherence in substantially the same form as set out in schedule 1;

Director means any director for the time being of a Company, including where applicable any alternate director;

Environmental Information Regulations means the Environmental Information Regulations 2004;

FOIA means the Freedom of Information Act 2000;

Group means Crown House and Crown Apartments and any other Subsidiary Undertaking of Crown House or Crown Apartments; and the expression **Group Member** shall be construed accordingly;

Independent Non-executive Director means a Director who is neither employed by, or an elected member of, the Council;

Information has the meaning given to it under section 84 of the FOIA;

Management Accounts Date means scheduled dates as advised by the Council from time to time in each year;

Request for Information has the meaning set out in the FOIA or any apparent request for information made under the FOIA or the Environment Information Regulations;

Security Interest means any mortgage, charge, pledge, lien, hypothecation, assignment by way of security, guarantee, indemnity, debenture, declaration of trust, right of set off or combination of accounts or any other type of preferential arrangement (including without limitation, a title transfer and retention of title) or any encumbrance or security interest whatsoever, howsoever arising and whether monetary or not;

Subsidiary Undertaking means a subsidiary undertaking as defined in section 1162 of the Companies Act 2006 whether existing at the date of this Agreement, or incorporated at any later date.

- 1.2 Any reference to a statute or statutory provision is a reference to it as it is in force from time to time, taking account of any change, extension, consolidation or re-enactment and includes any subordinate legislation for the time being in force made under it.
- 1.3 Clause headings in this Agreement are for convenience only and do not affect the construction of any provision.
- 1.4 References to any gender shall include the other genders and references to the singular shall include the plural and vice versa.
- 1.5 Any reference to a person (which for the purposes of this Agreement shall include a firm, unincorporated association, body corporate, government, state or agency of state, any association or partnership or joint venture (whether or not having a separate legal personality)) shall include its successors in title.
- 1.6 In this Agreement all obligations and liabilities on the part of the Shareholders are (unless expressly stated otherwise) several and shall be construed accordingly.
- 1.7 Any reference to a document **in the agreed form** shall be a reference to that document in the form agreed and initialled by or on behalf of each of the Shareholders for the purpose of identification and attached to this Agreement.
- 2 **Not used**
- 3 **The business of Crown House and Crown Apartments**
- 3.1 The Shareholders acknowledge and agree that unless and until they agree otherwise, the business of Crown House shall be development of building projects and other letting and operating of own or leased real estate as set out in the annual Business Plan and Facility Agreement, as well as any other relevant and reasonable business for meeting the objectives of Crown House.
- 3.2 The Shareholders acknowledge and agree that unless and until they agree otherwise, the business of Crown Apartments shall be letting and operating of own or leased real estate as set out in the annual Business Plan and Facility Agreement, as well as any other relevant and reasonable business for meeting the objectives of Crown Apartments.
- 3.3 The Business shall be carried on in accordance with the current Business Plan on sound commercial principles.
- 3.4 The Business Plan shall be resolved upon by the Board of Directors and approved by the Council in accordance with clause 7.1 and replaced on a rolling basis annually in respect of the coming financial year and the next three financial years and superseded or modified from time to time. No adoption, variation or replacement of any Business Plan shall take effect unless such adoption, variation or replacement has received consent in accordance with clause 7.1.
- 3.5 The principal place of business of each Group Member and the principal place for management of each Group Member shall be within the administrative boundaries of the Council, unless otherwise agreed in writing by the Council.

3.6 Subject to the provisions of this Agreement, the parties understand and agree that each Company shall use all reasonable and proper means to maintain and improve the Business.

4 **Conduct of each Company's affairs**

4.1 With the exception of those matters requiring the Council's consent pursuant to clause 7, the day-to-day management of each Company shall be vested in its Directors. Without prejudice to the generality of the foregoing, the Directors will determine the general policies of each Company and the manner in which the Business is to be carried out, subject to the Business Plan, to those matters requiring the Council's consent pursuant to clause 7 and to any other express provisions of this Agreement. In particular, but without limitation to the generality of the foregoing, each of the parties will all use the voting and other rights and powers of control available to it, so as to procure (insofar as it is able to do so by the exercise of those rights and powers) that each Company shall:

4.1.1 carry on and conduct its business and affairs in a proper and efficient manner, for its own benefit and in accordance with the Business Plan and with good business practices, and

4.1.2 transact all its business on arm's length terms.

4.2 Each Company shall not carry out any activity which would render the holding of shares by the Council unlawful provided that where a proposed change of law would render such shareholding unlawful the Council will use all reasonable endeavours to take such steps as are necessary to allow it to continue lawfully to hold its shares.

4.3 Each Company will if it requires any approval, consent or licence for the carrying on of its Business in the manner in which it is from time to time carried on or proposed to be carried on, use all reasonable endeavours to obtain and maintain the same in full force and effect.

4.4 Each Company shall permit any Director to discuss the affairs, finances and accounts of that Company with any shareholder's designated members, officers and executives at any time. All books, records, accounts and documents relating to the business and the affairs of each Group Member shall be open to the inspection of any such person, who shall be entitled to make any copies thereof as he or she deems appropriate to keep the relevant shareholder properly informed about the business and affairs of the Group or to protect its interests as a shareholder. Any confidential information secured as a consequence of such discussions and examinations shall be kept confidential by the requesting shareholder and its designated officers and executives in accordance with the terms of clause 12.

4.5 Each Company agrees that it will maintain effective and appropriate control systems in relation to the financial, accounting and record-keeping functions of the Group and will generally keep the shareholders informed of the progress of each Group Member's business and affairs and in particular will procure that each shareholder is given such information and such access to the officers, employees and premises of the Group as it may reasonably require for the purposes of enabling it to monitor its investment in the Group and to comply with its obligations under the Prudential Code for Local Authorities.

4.6 The Companies shall not breach nor cause the Council to be in breach of the Local Authorities (Companies) Order 1995, Part V of the Local Government and Housing Act

1989, the Local Government Public Involvement in Health Act 2007 or its obligations under the Public Contracts Regulations 2015 or any other Legislation on public procurement effective in the United Kingdom.

4.7 Each Company shall:

4.7.1 identify the Council's participation on all its official business stationery; and

4.7.2 not engage in any party political publicity.

4.8 Each Company may offer remuneration to Independent Non-executive Directors. The level of remuneration shall require the written consent of all shareholders.

4.9 Officer and Member Non-Executive Directors' remuneration package shall be determined by the Council.

4.10 Executive Director Pay shall be controlled and Determined by each Company under the formation of the relevant Business Plan.

4.11 The Council shall be entitled to appoint at least 2 Non-Executive Directors to the Board at any given time.

5 **The Boards of Directors**

5.1 Unless the parties agree otherwise in writing, at least 4 Board Meetings for each Company will be held (at reasonably regular intervals) in each calendar year.

5.2 Unless otherwise agreed by all the Directors, 10 Business Days' notice shall be given to each of the Directors of all Board Meetings. The notice convening a Board Meeting shall include an agenda specifying in reasonable detail the matters to be discussed, together with any relevant papers for discussion at such meeting.

5.3 Each Company ensure that its chairman and managing director or nominated deputies will attend meetings with the Council to discuss the business and affairs of the Company at such times and at such locations as the Council may reasonably require.

6 **Finance**

If any Company requires capital, it may request such capital from the Council **provided that** the Council shall not be obliged to provide any guarantee or security in respect of any indebtedness of a Company or to put up the finance concerned.

7 **Matters requiring the consent of the Council**

7.1 Each Company shall take all such steps and do all such acts and things as may be necessary or desirable, including, without limitation, exercising all voting and other rights and powers of control available to it, so as to procure (insofar as it is able to do so by the exercise of those rights and powers) that at all times during the term of this Agreement no action shall be taken or resolution passed by a Company in respect of any of the following matters except with the prior written consent of the Council:

7.1.1 altering in any respect its articles of association or the rights attaching to any of its shares;

- 7.1.2 permitting the registration of any person as a member of Crown House other than the Council;
 - 7.1.3 permitting the registration of any person as a member of Crown Apartments other than the Crown House or the Council;
 - 7.1.4 permitting the registration of any person as a member of any Subsidiary Undertaking other than the Council, the Crown House and the Crown Apartments unless the Business Plan for such Subsidiary Undertaking provides that the specific purpose of that Subsidiary Undertaking requires other parties to be registered as members;
 - 7.1.5 issuing or allotting any shares;
 - 7.1.6 borrowing any monies outside of the agreed Business Plan (other than normal trade credit);
 - 7.1.7 changing its name or its registered office;
 - 7.1.8 adopting or amending the Business Plan in respect of each Financial Year;
 - 7.1.9 changing the nature of Business or commencing any new business which is not ancillary or incidental to the Business;
 - 7.1.10 forming any Subsidiary Undertaking or acquiring shares in any other company or participating in any partnership or joint venture (incorporated or not);
 - 7.1.11 amalgamating or merging with any other company or business undertaking;
 - 7.1.12 making any acquisition or disposal of any material asset(s) outside of the agreed Business Plan;
 - 7.1.13 creating or granting any Security Interest over the whole or any part of a Company's business, undertaking or assets or agreeing to do so outside of the agreed Business Plan;
 - 7.1.14 making any loan (otherwise than by way of deposit with a bank or other institution the normal business of which includes the acceptance of deposits) or granting any credit (other than in the normal course of trading) or giving any guarantee or indemnity;
 - 7.1.15 entering into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms;
 - 7.1.16 changing its auditors or its financial year end;
 - 7.1.17 making or permitting to be made any change in the accounting policies and principles adopted by it in the preparation of its audited or management accounts except as may be required to ensure compliance with relevant accounting standards under the Companies Act 2006 or any other generally accepted accounting principles in the United Kingdom;
 - 7.1.18 declaring or paying any dividend;
-

- 7.1.19 appointing or employing any director who has been disqualified from acting as a councillor, convicted of a criminal offence or is subject to any investigation in connection with either such matter;
- 7.1.20 dismissing any director including Executive Directors;
- 7.1.21 establishing or amending any profit-sharing, share option, bonus or other incentive scheme of any nature for directors or employees;
- 7.1.22 making any bonus payment to any director or employee;
- 7.1.23 instituting, settling or compromising any legal proceedings instituted or threatened against it or submitting to arbitration or alternative dispute resolution any dispute involving it; or
- 7.1.24 entering into an agreement to do any of the foregoing.

8 Production of accounts and reports

- 8.1 Crown Apartments shall produce a balance sheet, as at each Management Accounts Date which is to be a pre-agreed quarterly meeting and a profit and loss account which is to be at each pre-agreed quarterly meeting. The balance sheet and profit and loss account will be accompanied by a report in such format and covering such issues as may reasonably be requested by the Council.
- 8.2 Crown House shall produce a balance sheet, as at each Management Accounts Date which is to be a pre-agreed quarterly meeting and a profit and loss account which is to be at each pre-agreed quarterly meeting. The balance sheet and profit and loss account will be accompanied by a report in such format and covering such issues as may reasonably be requested by the Council.
- 8.2A Each Subsidiary Undertaking shall produce a balance sheet, as at each Management Accounts Date, which is to be at a pre-agreed annual meeting and a profit and loss account at each pre-agreed annual meeting. The balance sheet and profit and loss account will be accompanied by a report in such format and covering such issues as may reasonably be requested by the Council.
- 8.3 Each Company shall instruct its auditors to prepare and audit a balance sheet, as at the Annual Accounts Date each year and a profit and loss account, for the 12 month financial period ending on the Annual Accounts Date each year to be presented to the Council within 3 months after the end of the period to which such accounts relate. The balance sheet and profit and loss account will be accompanied by a report in such format and covering such issues as may reasonably be requested by the Council.
- 8.4 Each Company will provide to its shareholders full details of any actual or prospective material change in its business or financial position or affairs, as soon as such details are available.
- 8.5 All accounts referred to in this clause shall be prepared in pounds sterling and in accordance with applicable law and generally accepted accounting standards, principles and practices in the United Kingdom.

9 **Anti-corruption**

9.1 In this clause:

Adequate Procedures means adequate procedures, as referred to in section 7(2) of the Bribery Act 2010 and any guidance issued by the Secretary of State under section 9 of the Bribery Act 2010;

Associated Person means in relation to a party to this Agreement, any person (including an officer, employee, agent or Subsidiary Undertaking) who performs services for or on behalf of that party;

Corrupt Activity means extortion, fraud, deception, collusion, cartels, abuse of power, embezzlement, trading in influence, money-laundering or any similar activity including without limitation any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 Bribery Act;

9.2 Each party declares and undertakes to the other parties that:

9.2.1 it has not and will not in relation to any Company, or the operation of the Business, engage in any Corrupt Activity;

9.2.2 it will not authorise or acquiesce in or turn a blind eye to, any Corrupt Activity;

9.2.3 it has and will maintain in place, or in the case of each Company it will put and maintain in place, Adequate Procedures designed to prevent any Associated Person from undertaking any conduct that would give rise to an offence under section 7 of the Bribery Act 2010;

9.2.4 it has not and will not engage in any activity, practice or conduct which could place any Company or any other party in breach of section 7(1) Bribery Act;

9.2.5 from time to time, at the reasonable request of the other party, it will confirm in writing that it has complied with its undertakings under this clause 9.2 and will provide any information reasonably requested by the other party in support of such compliance; and

9.2.6 it will ensure that its Associated Persons will comply with its commitments under this clause 9.

10 **Conflict with articles of association**

In the event of any ambiguity or discrepancy between the provisions of this Agreement and the provisions of the articles of association of any Company, then it is the intention of the parties that the provisions of this Agreement shall prevail. Accordingly, each party which holds shares in a Company (so far as each is able) shall take all such steps and do all such acts and things as may be necessary or desirable, including, without limitation, exercising all voting and other rights and powers of control available to it as a shareholder, so as to give effect to the provisions of this Agreement and shall further if necessary procure (insofar as it is able to do so by the exercise of those rights and powers) any required amendment to the relevant articles of association of the relevant Company.

11 **No fetter**

Nothing in this Agreement shall operate to bind any Company or the Council to the extent that it constitutes an unlawful fetter on any statutory power of such Company or the Council (but this shall not affect the validity of the relevant provision as between the other parties to this Agreement or the respective obligations of such other parties as between themselves under clause 10).

12 **Confidentiality**

12.1 This clause applies to:

12.1.1 all information of a confidential nature disclosed (whether in writing, verbally or by any other means and whether directly or indirectly) by one party to one of the other parties whether before or after the date of this Agreement;

12.1.2 any information concerning the business affairs of one party or other information confidential to that party which one of the other parties learns as a result of the relationship between the parties pursuant to this Agreement;

including any information relating to any party's products, operations, processes, plans or intentions, product information, know-how, design rights, trade secrets, market opportunities and business affairs (together, **Confidential Information**).

12.2 In this clause, in relation to a particular item of Confidential Information:

12.2.1 the **Disclosing Party** means the party by whom (or on whose behalf) that Confidential Information is disclosed or (where there is no such disclosure) the party to whom the Confidential Information relates, or to whom the Confidential Information is proprietary or who otherwise desires that the confidentiality of the Confidential Information is respected; and

12.2.2 the **Receiving Party** means the other party.

12.3 During the term of this Agreement and after termination of this Agreement for any reason whatsoever, the Receiving Party shall:

12.3.1 keep the Confidential Information confidential;

12.3.2 not disclose the Confidential Information to any other person other than with the prior written consent of the Disclosing Party or in accordance with this clause 12; and

12.3.3 not use the Confidential Information for any purpose other than the performance of its obligations and the exercise of its rights under this Agreement.

12.4 Notwithstanding clause 12.3, the Receiving Party may disclose Confidential Information as follows:

12.4.1 to its professional advisers (each, a **Recipient**) providing the Receiving Party ensures that each Recipient is made aware of and complies with all the

Receiving Party's obligations of confidentiality under this Agreement as if the Recipient was a party to this Agreement; and

- 12.4.2 to other parties to this Agreement, and where disclosure is required by law, by any court of competent jurisdiction or by any appropriate regulatory body.
- 12.5 This clause 12 shall not apply to any Confidential Information which:
- 12.5.1 is at the date of this Agreement or at a later date comes into the public domain other than through breach of this Agreement by the Receiving Party or any Recipient;
 - 12.5.2 was known by the Receiving Party before receipt from (or on behalf of) the Disclosing Party (or, as appropriate, before the Receiving Party learnt of the same pursuant to this Agreement) and which had not previously been obtained under an obligation of confidence; or
 - 12.5.3 subsequently comes lawfully into the Receiving Party's possession from a third party, free of any obligation of confidence.
- 12.6 Each Company acknowledges that the Council is subject to the requirements of the FOIA, the Environmental Information Regulations and other access to information and propriety controls as provided in legislation, and shall facilitate the Council's compliance with its Information disclosure requirements pursuant to and in the manner provided for in clauses 12.7 and 12.10.
- 12.7 If the Council receives a Request for Information in relation to Information that a Company is holding and which the Council does not hold itself, the Council shall refer to the relevant Company such Request for Information as soon as practicable and in any event within five (5) Business Days of receiving a Request for Information, and the relevant Company shall:
- 12.7.1 provide the Council with a copy of all such Information in the form that the Council requires as soon as practicable and in any event within 10 Business Days (or such other period as the Council acting reasonably may specify) of the Council's request; and
 - 12.7.2 provide all necessary assistance as reasonably requested by the Council to enable the Council to respond to a Request for Information within the time for compliance set out in Section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.
- 12.8 Following notification under clause 12.7, and up until such time as the relevant Company has provided the Council with all the Information specified in clause 12.7, the relevant Company may make representations to the Council as to whether or not or on what basis Information requested should be disclosed, and whether further information should reasonably be provided in order to identify and locate the information requested, provided always that the Council shall be responsible for determining, at its absolute discretion:
- 12.8.1 whether Information is exempt from disclosure under the FOIA and the Environmental Information Regulations; and

- 12.8.2 whether Information is to be disclosed in response to a Request for Information, and in no event shall the relevant Company respond directly to a Request for Information.
- 12.9 Each Company acknowledges that (notwithstanding the provisions of clause 12.1) the Council may, acting in accordance with the Department of Constitutional Affairs' Code of Practice on the Discharge of Functions of Public Authorities under part I of the Freedom of Information Act 2000, be obliged under the FOIA or the Environmental Information Regulations to disclose Information concerning the Company:
- 12.9.1 in certain circumstances without consulting with the Company; or
- 12.9.2 following consultation with the Company and having taken its views into account.
- 12.10 Each Company shall transfer to the Council any Request for Information received by it as soon as practicable and in any event within 3 Business Days of receiving it.

13 **Data Processing**

- 13.1 The parties undertake to indemnify each other in full and hold each other harmless from any cost, charge, damages, expense or loss which they cause each other as a result of their breach of any of the provisions of the terms of the Data Protection Act 2018 or the UK GDPR.

14 **General**

- 14.1 Except where this Agreement provides otherwise, each party shall pay its own costs relating to or in connection with the negotiation, preparation, execution and performance by it of this Agreement and of each agreement or document entered into pursuant to this Agreement and the transactions contemplated by this Agreement.
- 14.2 No variation of this Agreement or any agreement or document entered into pursuant to this Agreement shall be valid unless it is in writing and signed by or on behalf of each of the parties.
- 14.3 No delay, indulgence or omission in exercising any right, power or remedy provided by this Agreement or by law shall operate to impair or be construed as a waiver of such right, power or remedy or of any other right, power or remedy.
- 14.4 No single or partial exercise or non-exercise of any right, power or remedy provided by this Agreement or by law shall preclude or restrict any other or further exercise of such rights, power or remedy or of any other right, power or remedy.
- 14.5 A waiver of a breach of any of the terms of this Agreement or of a default under this Agreement does not constitute a waiver of any other breach or default and shall not affect the other terms of this Agreement.
- 14.6 A waiver of a breach of any of the terms of this Agreement or of a default under this Agreement will not prevent a party from subsequently requiring compliance with the waived obligation.

- 14.7 The rights and remedies provided by this Agreement are cumulative and subject as otherwise provided in this Agreement are not exclusive of any rights, powers or remedies provided by law.
- 14.8 If any provision of this Agreement is or becomes illegal, invalid or unenforceable under the law of any jurisdiction, that shall not affect or impair:
- 14.8.1 the legality, validity or enforceability in that jurisdiction of any other provision of this Agreement; or
- 14.8.2 the legality, validity or enforceability under the law of any other jurisdiction of that or any other provision of this Agreement.
- 14.9 This Agreement, and the documents referred to in it, constitute the entire agreement and understanding between the parties and supersede any previous agreement, understanding or arrangement between the parties relating to the subject matter of this Agreement.
- 14.10 Each of the parties acknowledges and agrees that:
- 14.10.1 in entering into this Agreement, and the documents referred to in it, it does not rely on, and shall have no remedy in respect of, any statement, representation, assurance, warranty or understanding of any person (whether party to this Agreement or not) other than as expressly set out in this Agreement or those documents;
- 14.10.2 the only remedy available to it arising out of or in connection with this Agreement or its subject matter shall be for damages for breach of contract under the terms of this Agreement;
- 14.10.3 nothing in this clause shall operate to limit or exclude any liability for fraud.
- 14.11 Save for a person who acquires shares in a Company and enters into a Deed of Adherence, no person who is not a party to this Agreement shall have any right to enforce this Agreement or any agreement or document entered into pursuant to this Agreement pursuant to the Contracts (Rights of Third Parties) Act 1999.

15 **Assignment**

This Agreement is personal to the parties and neither party shall assign, transfer, charge, make the subject of a trust or deal in any other manner with this Agreement or any of its rights or obligations under it, or purport to do any of the same, nor sub-contract any or all of its obligations under this Agreement without the prior written consent of the other party, save where either: (a) the Group is, or any Company forming part of the Group are, subject to a corporate restructure in which case whatever corporate entity replaces the Group, or any Company forming part of the Group, to continue in the Business (or any other business which is similar to the Business, as appropriate); or (b) the Council's function are transferred or assigned to a successor body. Each party is entering into this Agreement for its benefit and not for the benefit of another person.

16 **No partnership or agency**

Nothing in this Agreement is intended to or shall operate to create a partnership, or to authorise any party to act as agent for any other or to establish any other fiduciary relationship between the parties. No party shall have authority to act in the name or on behalf of or otherwise to bind any other party in any way (including but not limited to the making of any representation or warranty, the assumption of any obligation or liability and the exercise of any right or power).

17 **Notices**

17.1 Any notice or other communication given under this Agreement:

17.1.1 shall be in writing;

17.1.2 shall be signed by or on behalf of the party giving it;

17.1.3 shall be served by delivering it by hand or sending it by pre-paid recorded delivery or registered post at the address set out in clause 17.2 of the party due to receive it and marked for the attention of the person named in clause 17.2 (or at such other address in the United Kingdom or marked for the attention of such other person as last notified in writing to the other parties;

17.1.4 shall be deemed to have been received:

(a) if delivered by hand, at the time of actual delivery; and

(b) in the case of pre-paid recorded delivery or registered post, two Business Days after the date of posting.

17.2 The addresses of the parties for the purposes of clause 17.1 are:

Crown House

Address: Bodicote House, Bodicote, Banbury, Oxfordshire, OX15 4AA

For the attention of: Managing Director

Crown Apartments

Address: Bodicote House, Bodicote, Banbury, Oxfordshire, OX15 4AA

For the attention of: Managing Director

For each Subsidiary Undertaking (unless the parties agree otherwise in writing)

Address: Bodicote House, Bodicote, Banbury, Oxfordshire, OX15 4AA

For the attention of: Managing Director of Crown Apartments

The Council

Address: Bodicote House, Bodicote, Banbury, OX15 4AA

For the attention of: S151 Officer and the Monitoring Officer

- 17.3 To prove delivery it shall be sufficient to prove that the envelope containing the notice was addressed to the address of the relevant party set out in clause 17.2 and delivered either to that address or into the custody of the postal authorities as a pre-paid recorded delivery, registered post or airmail letter.
- 17.4 In this clause if deemed receipt occurs before 9am on a Business Day the notice shall be deemed to have been received at 9am on that day, and if deemed receipt occurs after 5pm on a Business Day, or on a day which is not a Business Day, the notice shall be deemed to have been received at 9am on the next Business Day.
- 17.5 For the avoidance of doubt, a notice or other communication given under this Agreement shall not be validly served if sent by e-mail.

18 **Counterparts**

This Agreement may be executed in any number of counterparts and by different parties on separate counterparts (which may be facsimile copies), but shall not take effect until each party has executed at least one counterpart. Each counterpart shall constitute an original, and all the counterparts together shall constitute a single agreement.

19 **Applicable law**

- 19.1 The parties agree that this Agreement and any dispute or claim arising out of or in connection with this Agreement, its negotiation or its subject matter, or any non-contractual obligation arising in connection with the foregoing, shall be governed by and construed in accordance with English law.
- 19.2 Each of the parties irrevocably agrees to submit to the exclusive jurisdiction of the courts of England and Wales in relation to any claim or matter arising out of or in connection with this Agreement, its negotiation or its subject matter, or any non-contractual obligation arising in connection with the foregoing.

This Agreement has been executed on the date stated at the beginning of this Agreement.

Schedule 1

Deed Of Adherence

Deed of adherence

dated 20[]

By [] **Limited** a company incorporated in England and Wales (registered number []) whose registered office is at [] (the **New Shareholder**) in favour of the persons whose names and addresses are set out in the Schedule to this Deed (the **Continuing Parties**).

Introduction

- (A) This Deed is supplemental to a Shareholders' Agreement dated 2021 between Crown House, Crown Apartments and the Council (the **Shareholders' Agreement**) and to *[insert details of any subsequent Deeds of Adherence or Amendment]*.
- (B) The New Shareholder wishes to [subscribe for] [acquire] [] shares in the capital of [] *[from Transferor]*.

Agreed terms

- 1 The New Shareholder confirms that [he/it] has been given a copy of the Shareholders' Agreement and covenants with the Continuing Parties to observe, perform and be bound by every provision of the Shareholders' Agreement (other than the Excluded Clauses) as if the New Shareholder had been an original party to it.
- 2 In this Deed the Excluded Clauses shall mean clauses *[insert numbers of clauses to be excluded i.e. ones containing a personal obligation]* of the Shareholders' Agreement.
- 3 Unless the context requires otherwise, words and expressions defined in the Shareholders' Agreement shall have the same meanings when used in this Deed.
- 4 This Deed shall be governed by and construed in accordance with English law.

This Deed of Adherence has been executed as a deed and is delivered and takes effect on the date stated at the beginning of it.

Schedule

[Insert names and addresses of Continuing Parties]

Execution page

Signed by Steve Jorden,
Corporate Director – Commercial
Development, Assets, and
Investment for and on behalf of
Cherwell District Council

.....
Shareholder Representative

Signed by [NAME] for and on
behalf of Crown House Limited

.....
Director

Signed by Name for and on
behalf of Crown Apartments
Limited

.....
Director

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