



CHIPPING NORTON TOWN COUNCIL

TOWN HALL, CHIPPING NORTON, OXFORDSHIRE OX7 5NA

TEL: 01608 642341

Email: townclerk@chippingnorton-tc.gov.uk

Office Hours: Mon/Weds/Fri, 9am-5pm

TOWN CLERK and CEO: Katherine Jang

15 September 2026

SUMMONS TO ATTEND A MEETING OF THE FINANCE & RESOURCES COMMITTEE

TO: All Members of the Finance and Resources Committee

VENUE: The Council Chamber, Chipping Norton Town Hall

DATE: 21 September 2026

TIME: 6:30pm

Katherine Jang
Town Clerk and CEO

Recording of Meetings

Under the Openness of Local Government Bodies Regulations 2014 the council's public meetings may be recorded, which includes filming, audio-recording as well as photography.

A G E N D A

1. Apologies for absence.

To receive apologies for absence.

Committee members who are unable to attend the meeting should notify the Town Clerk (townclerk@chippingnorton-tc.gov.uk) prior to the meeting, stating the reason for absence.

2. Declaration of interests.

Members are reminded to declare any disclosable pecuniary interests in any of the items under consideration at this meeting in accordance with the Town Council's code of conduct.

3. Minutes

To approve the minutes of the Finance and Resources Committee meeting held on 13 July 2026

4. Public participation

The meeting will adjourn for this item.

Members of the public may speak for a maximum of five minutes each during the period of public participation.

5. Committee action plan

To review the ongoing committee action plan 2026-27

6. Correspondence

For the committee to note or respond to any letters of correspondence

- a. Grants to Voluntary Bodies Scheme round 1 2026/27 – thank you's
- b. Request for free use of Glyme Hall

7. Income and expenditure

To receive detailed current income and expenditure reports by budget heading.

8. Schedule of payments for approval

To receive the schedule of payments.

9. Medium-Term Financial Forecast

To consider a 3 year financial forecast for the Council from the RFO and Deputy Clerk

10. Grants

- a. To consider further information requested from two grant applications received in July.
- b. To consider the reports on grant activities as received from The Chipping Norton History Society & Museum, The Chipping Norton Theatre, and The Lido, and decide next steps on core funding.

11. Date of next meeting – Monday 16 November 2026



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Minutes of a Finance and Resources Committee meeting held on the 13th July 2026 at 6:30pm in Glyme Hall, Chipping Norton

PRESENT: Cllrs Ian Finney (Chair), Sandra Coleman, Dom Rickard, Ben Bibby

ALSO PRESENT:

Katherine Jang, Town Clerk & CEO

Louise Warren, Responsible Finance Officer and Deputy Clerk

1 Member of the public

FR1. Election of Chair

To receive nominations for and elect the Chair of the Finance and Resources Committee for the municipal year 2026/27.

Cllr Coleman nominated Cllr Finney, seconded by Cllr Bibby. No other nominations were received.

RESOLVED: That Cllr Ian Finney be appointed Chair of the Finance and Resources Committee for the municipal year 2026/27.

FR2. Election of Vice-Chair

To receive nominations for and elect the Vice-Chair of the Finance and Resources Committee for the municipal year 2026/27.

Cllr Coleman nominated Cllr Rickard, seconded by Cllr Bibby. No other nominations were received.

RESOLVED: That Cllr Dom Rickard be appointed Vice-Chair of the Finance and Resources Committee for the municipal year 2026/27.

FR3. Apologies for Absence

Apologies for absence were received from Cllr Emily Weaver.

FR4. Declarations of Interest

Cllr Coleman declared a non-pecuniary interest as a member of the Chipping Norton Community Land Trust in relation to Item FR12(b).

Cllr Bibby declared a non-pecuniary interest as his partner is Chair of CHAOS in relation to Item FR12(b).

FR5. Minutes

RESOLVED: That the minutes of the Finance and Resources Committee meeting held on 16th March 2026 be approved as a correct record and signed by the Chair.

FR6. Public Participation

No matters were raised.

FR7. Committee Action Plan

Members reviewed the Committee Action Plan.

RESOLVED: That the Action Plan be noted and approved.

FR8. Income and Expenditure

The Committee received detailed income and expenditure reports by budget heading.

Members queried the miscellaneous income relating to funds received on behalf of the Skatepark Charity. It was agreed that the Responsible Finance Officer would discuss with the Council's Internal Auditor the most appropriate accounting treatment and arrangements for holding funds on behalf of a separate charity.

Members confirmed that they were content with the format of the Rialtas-generated financial reports.

Members also queried income relating to rights of access associated with Greystones House and Rosewood Nursery, noting that rights of access are currently paid by Chipping Norton Rugby Club. Officers agreed to investigate the current arrangements following the sale of Greystones House.

RESOLVED: That the report be noted.

FR9. Schedule of Payments for Approval

The Committee received the schedule of payments for approval.

Members queried a PayPal payment of £1,295. The Responsible Finance Officer confirmed this related to the purchase of two laptop computers, one of which would be recharged to the William Fowler Allotments Trust.

The Responsible Finance Officer advised Members that the manually generated BACS payment report no longer reflected the Council's banking process. Members agreed that future reports could instead include the relevant bank statement alongside the payment schedule.

Members also requested information on the proportion of the Council's expenditure represented by salaries and employment on-costs.

RESOLVED:

- That the payments be approved.
- That future payment reports include the relevant bank statement in place of the manually generated BACS report.
- That officers report back on the proportion of Council expenditure attributable to staffing costs outside the cycle of meetings.

FR10. Financial Procedures Forward Work Programme

The Responsible Finance Officer presented an update on the Financial Procedures Forward Work Programme since September 2025.

Members noted the significant enhancements that had been made to the Council's financial systems and procedures.

The Responsible Finance Officer advised that a three to five-year financial forecast would be presented to the next meeting.

Members also discussed outstanding debt recovery. Officers advised that approximately £11,000 had recently been recovered from historic outstanding debts. A report on debt management and proposed debt write-offs would be presented to the next meeting.

The Chair requested that future reports categorise outstanding debts to distinguish between:

- debts actively being pursued;
- debts subject to payment arrangements;
- disputed debts; and
- debts recommended for write-off.

RESOLVED: That the report be noted.

FR11. Forward Work Programme

The Town Clerk updated Members on the Forward Work Programme.

Members were advised that, rather than presenting HR policies which may subsequently require amendment to comply fully with Green Book standards, officers had approached a specialist employment law firm with extensive experience of advising local authorities to provide a suite of legally compliant, streamlined HR policies tailored to the Council's requirements.

Members welcomed the proposed approach.

RESOLVED: That the update be noted.

FR12. Grants

(a) Grant Feedback Forms

The Committee reviewed feedback reports received from previously successful grant applicants.

RESOLVED: That the reports be noted.

(b) First Tranche of Grant Applications 2026/27

The Committee considered the first tranche of grant applications for the 2026/27 municipal year.

Members agreed the following general principles:

- Post-event grant applications would not normally be considered.
- The Council would not normally award grants to organisations whose principal purpose is to award grants to other organisations.

Following consideration of each application, the Committee resolved:

Organisation	Grant Award	In-kind Support
The ACE Centre	£1,000	None
CHAOS	£500	Free use of the Beech Room for ten weeks and free hire of the Town Hall for the Ceilidh event
Chipping Norton Town Festival	£0	Noted that free use of the Town Hall had already been provided
Chipping Norton Railway Club	£250	None
Chipping Norton Community Land Trust	£1,000 (provisional)	Deferred pending further information regarding venue requirements
Cotswold Youth Choir	£1,000	No free venue hire awarded
Remix	£750	Free hire of Glyme Hall until August 2027
St Mary's Church Minis	£500	None
Volunteer Link Up	£1,000	None
Cotswold Arts	£500	None

Members requested additional clarification from a number of applicants where information provided within the application forms was incomplete or inconsistent.

The Committee noted that £6,500 had been allocated from the grants budget during this funding round, leaving approximately £10,000 available for future grant rounds.

(c) Core Grants

Members considered arrangements for the review of the Council's Core Grant Agreements.

The Committee requested that the Council's reserves position and emerging Reserves Policy be presented alongside future discussions.

Members also agreed that Remix should be invited to submit an impact report alongside the Council's three existing Core Grant recipients to assist Members in considering future funding arrangements.

RESOLVED: That officers request impact reports accordingly.

FR13. Date of Next Meeting

The next meeting of the Finance and Resources Committee will be held on Monday 28th **September 2026**.

There being no further business, the Chair closed the meeting at 8:26pm.

SIGNED: _____

DATE: _____

Finance and Resources Action Plan 2026-27:

Codes

-  New
  Growing
 Established
  Dormant

Annual Committee Review Dashboard:

Task	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	CODE	Notes
External Audit (AGAR) results from previous FY			X	X									 Established	- Report received by Council and notice published on CNTC Website Lead Officer: Responsible Finance Officer
Notice of Public Rights			X	X									 Established	- The Council must publish the annual Notice of Public Rights to allow electors to view Council finances Lead Officer: Responsible Finance Officer
Internal Audit (AGAR) – First Round					X	X							 Established	- Review of policies and procedures, BAU Lead Officer: Responsible Finance Officer
Internal Audit (AGAR) – Second Round		X											 Established	- Council audit for income/expenditure for FY Lead Officer: Responsible Finance Officer
Budget Setting							X	X	X				 Established	- Each Committee will set its own budget and the F&R Committee will review each before recommending to Full Council in December Lead Officer: Town Clerk and Responsible Finance Officer
Insurance review												X	 Established	Lead Officer: Town Clerk

Grants to Voluntary Bodies				X							X		 Growing	Also to be discussed at this meeting – review of the Council’s 3-year Core Grants Lead Officer: Responsible Finance Officer
Council Bank Reconciliation			X			X			X			X	 Established	Must be done quarterly and at FY end. Lead Officer: Responsible Finance Officer
Review of underspends and recommend EMR movements												X	 Established	Lead Officer: Responsible Finance Officer
Items which must be reviewed annually with no set date:	- Council’s Standing Orders - Council’s Financial Regulations - Council’s Scheme of Delegation - Council’s Asset Register - Council’s Risk Management Policy & Risk Register - Statement of Internal Control													Lead Officer: Town Clerk

Key Projects Dashboard:

PROJECT	2026	2027	2028	2029	2030	Notes
NALC Gold Award  Growing	➤ Business Plan drafted and adopted (in progress) ➤ Community Consultation for Parks and Play Areas undertaken (in progress)	○ Gold submission (Jan 2027)	○	○ Maintain	○ Review	Lead Officer: Town Clerk
Medium-term Financial Forecasting	➤ Develop 3-5 year financial forecast model	○ Annual review	○ Annual review	○ Annual review	○ Renew forecasting	Lead Officer: Responsible Finance Officer

 New						
Commercial income strategy  New	➤ Venue income review ➤ Work alongside Marketing Strategy (yet to be drafted)	○ Review strategy and YOY growth	○	○	○	Lead Officer: Town Clerk and Responsible Finance Officer
Risk Management Policy  Established	➤ Annual review of the Council's Risk Register	○ Risk Management Policy to be reviewed (every 3 years) ○ Annual review of the Council's Risk Register	○ Annual review of the Council's Risk Register	○ Annual review of the Council's Risk Register	○ Risk Management Policy to be reviewed (every 3 years) ○ Annual review of the Council's Risk Register	Lead Officer: Town Clerk and Responsible Finance Officer
Appointment of the Council's Internal Auditor  Established	➤ Currently with Mulberry LAS (Year 1/3)	○	○ Review and change Council's Internal Auditor	○	○	The Council has appointed Mulberry LAS for 3 years. Therefore it should review the internal auditor and appoint a new auditor in 2028. Lead Officer: Town Clerk
Policies  Growing	➤ New: Procurement Policy ➤ For review: Document Retention policy - Training Needs Assessment - Member/Officer Protocol - Mayor's Allowances - FOI Policy and Procedure	○ For review: All HR / Staffing related policies in Staff Handbook	○	○	○	Other than the policies and procedures which must be reviewed annually as stated in legislation. Lead Officer: Town Clerk

	Recording of Meetings					
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6a. Grants to Voluntary Bodies Scheme 2026/27

Round 1: July 2026

Cotswolds Art through Schools

Many thanks to the Council for its generous support.

Christopher Stockwell

Chipping Norton Amateur Operatic Society

Thank you so much for awarding CHAOS a grant and use of rooms in Glyme Hall and Town Hall. This is much appreciated and will make a huge difference to our activities this year.

Ann Moulson
Secretary

Volunteer Link-up

Thankyou very much for the award, please pass on my thanks to all involved.

Barry Beadle
General Manager

Chipping Norton Choral Society and Youth Choir

Thank you for your email, we are absolutely delighted to be awarded a Community Grant from the Town Council, and I can confirm we are willing to agree to the terms as set out in your email.

Regards, Annabel Beach
Chair, CNCS & CYC

St. Mary's Church – Mini's

That's wonderful news, thank you.

Sally Smith
Children and Families Pastor

Remix

That is great news. Thank you!

Olly

The Railway Club

Thank you very much for the confirmation of our successful grant application.

I note that £250 has been awarded for the purchase of a laptop. As set out in our grant application, our objective is also to purchase a projector which is seen as a greater priority to improving our member experience.

Given the limited funds available, can I check whether there would be any objection from the Town Council to using the grant funding towards a projector purchase? We would then follow up with a laptop purchase at a later date once funds allow.

Jeremy Eveleigh

Chair/Secretary, Chipping Norton Railway Club

6b. Request for free use of Glyme Hall

18 August 2026

Dear Finance and Resources Committee

I have been speaking to Maddy about the soon to be starting ANDYSMANCLUB and ongoing support from the Town Council for this charity coming to the town.

AMC is a men's suicide prevention charity based around peer to peer support and is free for men over the age of 18 to participate in. It is a national charity but has little or no footprint in Oxfordshire and it is really important that this resource is available to men in our community to help prevent continuing male suicide.

The group will start on Monday 12 October 2026 in the Beech Room at Glyme Hall. Thank you for the first 3 months being free of charge. The Charity looks to find venues that are free of charge as it charges nothing for men to come along nor for the refreshments that they provide. The group will run weekly on Mondays (except for Bank Holidays) from 7.00pm to 9.00pm so I guess the room needs to be available from 18.30 till 21.30. There is not an end date for the room hire request it as long as men are still attending.

Many thanks for your consideration in advance and thank you for putting this to the finance committee.

Best

Jez Stone

Information from the RFO to aid councillor decision making.

- The cost of hiring the Beach Room for 3 hours would be £67.50. Assuming the request is granted, that would be a cost of £742.50 of free hire between 12th October – 21st December 2026.
- The room is available for hire with one exception however an alternative room could be provided that week.
- Councillors are encouraged to review the Free Use of Council Venues Policy that was approved in March 2026 before deciding.

Chipping Norton Town Council

Free Use of Council Venues Policy

Purpose

This policy sets out the framework for the allocation of free use of Chipping Norton Town Council venues, including Chipping Norton Town Hall and Glyme Hall. The policy aims to ensure that free use is provided fairly and transparently while recognising the financial pressures associated with operating council venues.

Background

The council operates the Town Hall and Glyme Hall as community venues that support a wide range of local activities and events. However, the cost of operating these venues currently exceeds the income generated from venue hire. The council must therefore balance community support with the financial sustainability of its venues.

Current Financial Context

The operating cost of the Town Hall is approximately £85,000 per year and the operating cost of Glyme Hall is approximately £75,000 per year. Both venues currently operate at a deficit and contribute to the council's overall budget deficit.

Existing Community Support

The council already provides significant support to community organisations through discounted venue hire and grant funding. Analysis indicates that approximately £50,000 of venue hire value is provided each year through discounts and concessions to community and charitable organisations.

Legacy Use Arrangements

Some organisations have historically been granted free or heavily subsidised use of council venues. These arrangements are referred to as legacy use. The council will maintain a record of legacy arrangements and will periodically review them to ensure they remain appropriate and financially sustainable.

Definition of Free Use

Free use refers to the allocation of council venues without any hire charge. This differs from discounted use where a reduced hire rate is applied.

Eligible Uses for Free Venue Hire

Free use of venues may be granted in limited circumstances where the activity provides clear benefit to the community. This may include council organised events, civic and ceremonial functions, activities directly delivered by the council, or events supporting community wellbeing or local initiatives where approved by the council.

Community Organisations

Community and voluntary organisations will normally be eligible for discounted hire rather than free use. Free use will only be considered in exceptional circumstances where there is clear community benefit and where the council determines that the support is justified and affordable to the council.

Approval Process

Requests for free use of council venues must be approved by the Finance and Resources Committee. Each request will be assessed against the community benefit delivered and the financial impact on the council.

Recording Subsidies

The council will record the estimated value of free use provided each year to ensure transparency regarding the level of subsidy provided through venue hire.

Interaction with Grant Funding

Where an organisation receives council grant funding and also requests free venue use, the council will consider the overall level of support being provided.

Operational Management

All bookings, including free use bookings, must be recorded through the council's venue booking system to ensure accurate records of venue usage and availability.

Review of Policy

This policy will be reviewed periodically to ensure it continues to support community activity while ensuring responsible management of council assets.

INCOME

Line No.	GL Code	Description	Current Annual budget	Actual YTD	Budget Variance	% Received	End of Year Forecast	Notes
1	3100	Precept Income	515,250	515,251	-1	100%	515,251	
2	3110	Rents Receivable	2,540	0	2,540	0%	2540	All invoiced in September 2026
3	3111	Rugby Club Right Of Access	175	0	175	0%	175	Invoiced September 2026
4	3115	Lettings Income	95,250	28,452	66,798	30%	95,250	Barclays bank invoice payment is due taking this up to £45k received which is more in line with where I would expect to be at this point in the year.
5	3116	Free venue hire	0	6,095	-6,095		6,095	Displays the value of free use granted. This income is transferred from the GVBS expenditure code.
6	3180	Interest Receivable	15,000	4,504	10,496	30%	8,104	Adjusted in line with investment intrest received to date.
7	3190	Interments & Memorials	4,500	3,337	1,163	74%	3,337	
8	3191	Grave Purchase	1,700	1,605	95	94%	1,605	
9	3210	Admin Charges	5,000	0	5,000	0%	5000	Historically invoiced at the end of the year. Figure to be invoiced currently stands at £2,400
10	3230	Manorial Land (Pace Petroleum)	15,000	15,000	0	100%	15,000	
11	3290	Miscellaneous Income	0	5,575	-5,575		5,575	
12	3331	Bar income	7,500	0	7500	0%	0	Bar not in use.
		Total Income	661,915	579,819	82,096	88%	657,932	

EXPENDITURE

Line No.	GL Code	Description	Current Annual budget	Actual YTD	Committed	Budget variance	% Spent	Current Funds Available	End of year forecast expenditure	Notes
13	4100	Salaries/Superann/Ni	377,808	131,699	155,000	-91,109	76%	91,109	304,699	Assumes staff resource at current date with 1fte and 1fte apprentice in post by November 2026 (circa £18k) Note that circa £10k from staff cost savings are earmarked for Salto implementation and a further £10k earmarked to pay for temporary grounds maintenance contract between June and November 2026.
14	4101	WFA staff cost	0	799		799		-799	0	Claw back from WFA
15	5110	Stationery	500	158		-342	32%	342	500	
16	5120	Photocopying Costs	1,500	1,281	550	331	122%	-331	1,831	
17	5140	Promotion	1,250	521	80	-649	48%	649	700	
18	5200	Postage	100	14		-86	14%	86	50	
19	5210	Telephone and Comms	13,350	7,959	6,000	609	105%	-609	14,000	
20	5310	Office Equipment	500	770		270	154%	-270	1,400	
21	5320	Equipment Purchases	0	12		12		-12	12	
22	5340	Website Costs	1,000	840		-160	84%	160	1,000	
23	5360	Computer Hardware/Software	12,711	10,808	3,769	1,866	115%	-1,866	14,755	
24	6110	Heat and Light	23,500	7,851	630	-15,019	36%	15,019	23,500	Re-assess in January.
25	6130	Water & Sewerage	1,700	740		-960	44%	960	1,700	
26	6200	Rent	39,650	16,585	18,439	-4,626	88%	4,626	39,650	
27	6210	Rates	47,932	38,849		-9,083	81%	9,083	47,932	
28	6230	Window Cleaning	1,200	355		-845	30%	845	1,200	

29	6310	Cleaning / Sanitary Expenses	23,382	1,545	1,521	-20,316	13%	20,316	17,000	Assumes contract cleaning 6 hours per week across all venues, plus PHS contract and cleaning products.
30	6319	PWLB Repayment	15,300	7,613	7,687	0	100%	0	15,300	
31	6321	Vehicle Insurance	5,500	6,380		880	116%	-880	4,499	6 months previous years policy and 6 months 26/27 policy.
32	6322	Fuel	2,500	0		-2,500	0%	2,500	500	Prepayment accrual to be completed at year end.
33	6324	Tools & Equipment	500	24		-476	5%	476	250	£250 spent so far this year but incorrectly coded.
34	6325	PPE	750	225		-525	30%	525	500	
35	6330	Waste Disposal	4,228	1,206	3,022	0	100%	0	4,228	
36	6400	Repairs and Maintenance	16,100	15,049	19,924	18,873	217%	-18,873	18,000	YTD £12K spent from this budget, the remaining amount is to be transferred from the TH Restoration EMR.
37	6402	Town Hall Restoration Fund	0	2,497	12,483	14,980		-14,980	0	Coded incorrectly and needs to be in line 36. See note above.
38	6407	Xmas Lights/Trees	21,000	0	8,630	-12,370	41%	12,370	10,000	
39	6410	New Equipment	1,000	0	125	-875	13%	875	1,000	Play park equipment.
40	6414	Events	10,000	2,939	211	-6,850	32%	6,850	7,000	
41	6418	Defibrillators	400	214	245	59	115%	-59	1,000	
42	6420	Litter/Dog Bin Emptying	2,700	1,567		-1,133	58%	1,133	2,700	
43	6431	Bar supplies	7,500	0		-7,500	0%		0	Bar not in use/ for hire.
44	6440	ROSPA Inspection	700	0	700	0	100%	0	700	
45	6469	Pest Control	600	65		-535	11%	535	600	£300 incorrectly recorded that needs to be in here.
46	6471	Skips for cemetery	1,000	1,115		115	112%	-115	1,400	
47	6485	Plants & Sundries	2,000	606	100	-1,294	35%	1,294	2,000	As per Estates Officer
48	6490	Trees/Flower Beds	8,600	1,900	5,000	-1,700	80%	1,700	8,600	As per Estates Officer
49	6495	Street Furniture	1,000	0		-1,000	0%	1,000	1,000	
50	7100	Travel & Subsistence	200	1,255		1,055	628%	-1,055	200	Reversing journal at year end.
51	7300	Staff & Councillors Training	3,500	1,272	140	-2,088	40%	2,088	3,500	Estates officer training planned, new maintenance staff training and planned councillor training.
52	7500	Legal & Professional Fees	8,000	5,553	3,614	1,167	115%	-1,167	8,000	Additional HR support required in the summer outside of our agreed contract.
53	7600	Subscriptions	2,337	1,679		-658	72%	658	2,337	
54	7610	Licences	2,350	1,642		-708	70%	708	1,850	
55	7630	Bank Charges	300	138		-162	46%	162	300	
56	7650	Insurance	13,000	12,199		-801	94%	801	12,199	
57	7670	Grants-Voluntary Organisations	16,500	10,345		-6,155	63%	6,155	16,500	
58	7671	Grant Theatre C/N	3,000	3,000		0	100%	0	3,000	
59	7672	Grant Lido C/N	5,000	5,000		0	100%	0	5,000	
60	7673	Grant Museum	3,500	3,500		0	100%	0	3,500	
61	7690	Mayors Allowance	1,500	630	271	-599	60%	599	1,500	
62	7720	Other Miscellaneous Expenses	0	145	15,631	15,776		-15,776	15,776	Committed expenditure is the Salto system and will be funded from staff cost savings as per note in line 13
63	7735	HR Retained Service	2,500	1,429		-1,071	57%	1,071	1,000	Contract is circa £2k, half of which will be processed as a prepayment accrual.
64	7740	Health & Safety Services	4,147	5,129	1,232	2,214	153%	-2,214	8,000	
65	7741	H&S Compliance	7,650	2,546	71	-5,033	34%	5,033	7,650	
		Total	713,445	317,648	265,075	-138,222	82%	130,722	639,518	

pest

Total income	661,915	579,819	82,096	82,096
Total expenditure	720,945	317,648	265,075	-138,222
Net	-59,030	262,171	-182,979	220,318

657,932
639,518
18,414

8. Schedule of Payments - 01/07/2026 - 31/08/2026

Date	Account	Amount
01Jul2026	WODC	-740
01Jul2026	WODC	-1077
01Jul2026	WODC	-357
01Jul2026	WODC	-746
06Jul2026	Public works loan	-7613.28
07Jul2026	Sage Payroll	-78.36
08Jul2026	Adobe licence	-101.1
10Jul2026	Corporate Card	-24
14Jul2026	Staff Expenses	-102.44
15Jul2026	Smartest Energy	-145.33
15Jul2026	Smartest Energy	-20
16Jul2026	Unity bank	-2.75
17Jul2026	British Gas	-4.35
20Jul2026	Staff Salaries	16122.65
20Jul2026	OCC Pension fund	-4632.84
21Jul2026	E.ON Next	-377.29
21Jul2026	E.ON Next	-210.06
21Jul2026	Castle Water	-87.49
22Jul2026	PPL PRS Licence	-1958.13
22Jul2026	BICS Training	-104
22Jul2026	Spot On	-61.99
22Jul2026	Siemans	-475.45
22Jul2026	Millard Skip Hire	-324
22Jul2026	Gills Locksmith	-37.5
22Jul2026	OALC	-1694.98
22Jul2026	ESS Ltd	-444.6
22Jul2026	Drain Doctor	-648
22Jul2026	Unity bank	-2.25
23Jul2026	E.ON Next	-151.91
23Jul2026	HMRC	-5992.25
28Jul2026	Wyatts	-726.6
28Jul2026	Avon Capital Estates	-1185.32
29Jul2026	STL Communications	-1419.48
31Jul2026	Unity bank	-14.2
03Aug2026	WODC	-740
03Aug2026	WODC	-1077
03Aug2026	WODC	-357
03Aug2026	WODC	-746
06Aug2026	Adobe licence	-101.1
06Aug2026	Sage Payroll	-72
10Aug2026	Corporate Card	-90.2

10Aug2026	Home Proud LTD.	-135
10Aug2026	Espo	-250.98
10Aug2026	Parker Bell	-91.2
10Aug2026	Amyterine Consulting	-1800
10Aug2026	Amazon	-119.36
10Aug2026	Overton Ltd	-61.98
10Aug2026	Thompon Heating Ltd	-825
10Aug2026	Travis Perkins	-26.38
10Aug2026	Unity bank	-2
10Aug2026	Staff Expenses	-13
10Aug2026	Staff Expenses	-24.97
10Aug2026	Unity bank	-1.5
10Aug2026	Cotswold Arts In Schools	-500
10Aug2026	C/N Choral Society	-1000
10Aug2026	St. Mary's Church	-750
10Aug2026	Volunteer Link Up	-1000
10Aug2026	St. Mary's Church	-500
10Aug2026	CHAOS	-500
10Aug2026	CN Theatre	-3000
10Aug2026	CN Museum	-3500
10Aug2026	CN Lido	-5000
14Aug2026	Gills Locksmith	-22.4
14Aug2026	G D Services	-402
14Aug2026	Proludic	-85.44
14Aug2026	Amazon	-106.07
14Aug2026	Bluewave Cleaning	-54
14Aug2026	Millard Skip Hire	-690
17Aug2026	Smartest Energy	-170.56
17Aug2026	Smartest Energy	-20.36
17Aug2026	Unity bank	-2.5
19Aug2026	W E Audio ltd.	-1368
20Aug2026	Castle Water	-132.09
20Aug2026	Staff Salaries	14164.2
20Aug2026	OCC Pension fund	-4132.89
21Aug2026	E.ON Next	-384.67
21Aug2026	E.ON Next	-214.22
25Aug2026	HMRC	-5952.6
27Aug2026	Health Assured	-132.61
28Aug2026	STL Communications	-1420.42
31Aug2026	NEXUDUSSL-HDZ5HCKR	3840
31Aug2026	Unity bank	-14.5

Five Year Financial Forecast Model 2027/28 - 2031/32

This is the Council's first five year financial forecast. It has been prepared using the anticipated year end position for 2026/27 as the starting point, providing a realistic baseline based on current income and expenditure.

The forecast currently assumes:

A 3.5% annual increase in the precept, rents receivable, right of access income and lettings income.

Other income remaining at the 2026/27 level.

Staffing costs based on the detailed salary forecast, including employer National Insurance and pension contributions.

A 5% annual increase in general expenditure.

PWLB repayments and bank charges remaining unchanged.

WFA staffing costs remaining cost neutral to the Council.

The forecast is a planning tool rather than a fixed budget or commitment. It allows officers and councillors to consider the longer term financial effect of different decisions and to test alternative scenarios, such as changing the precept increase, allowing for higher or lower inflation, adjusting staffing assumptions or including future projects and service changes.

The model will be reviewed and updated regularly as actual costs, income levels and the Council's priorities become clearer. This will support earlier financial planning and help the Council identify future budget pressures and funding requirements.

Council is asked to note the five year forecast and agree that it should be used as a working model to support future budget setting and financial planning.

INCOME

Line No.	GL Code	Description	End of Year Forecast 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
1	3100	Precept Income	515,251	533,285	551,950	571,268	591,262	611,956
2	3110	Rents Receivable	2,540	2,629	2,721	2,816	2,915	3,017
3	3111	Rugby Club Right Of Access	175	181	187	194	201	208
4	3115	Lettings Income	95,250	98,584	102,034	105,605	109,301	113,127
5	3116	Free venue hire	6,095	6,095	6,095	6,095	6,095	6,095
6	3180	Interest Receivable	8,104	8,104	8,104	8,104	8,104	8,104
7	3190	Interments & Memorials	3,337	3,337	3,337	3,337	3,337	3,337
8	3191	Grave Purchase	1,605	1,605	1,605	1,605	1,605	1,605
9	3210	Admin Charges	5,000	5,000	5,000	5,000	5,000	5,000
10	3230	Manorial Land (Pace Petroleum)	15,000	15,000	15,000	15,000	15,000	15,000
11	3290	Miscellaneous Income	5,575	5,575	5,575	5,575	5,575	5,575
12	3331	Bar income	-	-	-	-	-	-
		Total Income	657,932	679,395	701,608	724,599	748,395	773,024

EXPENDITURE

Line No.	GL Code	Description	End of year forecast expenditure 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
13	4100	Salaries/Superann/Ni	304,699	322,203	333,663	345,525	357,803	370,509
14	4101	WFA staff cost	-	-	-	-	-	-
15	5110	Stationery	500	525	551	579	608	638
16	5120	Photocopying Costs	1,831	1,923	2,019	2,120	2,226	2,337
17	5140	Promotion	700	735	772	811	852	895
18	5200	Postage	50	53	56	59	62	65
19	5210	Telephone and Comms	14,000	14,700	15,435	16,207	17,017	17,868
20	5310	Office Equipment	1,400	1,470	1,544	1,621	1,702	1,787
21	5320	Equipment Purchases	12	13	14	15	16	17

22	5340	Website Costs	1,000	1,050	1,103	1,158	1,216	1,277
23	5360	Computer Hardware/Software	14,755	15,493	16,268	17,081	17,935	18,832
24	6110	Heat and Light	23,500	24,675	25,909	27,204	28,564	29,992
25	6130	Water & Sewerage	1,700	1,785	1,874	1,968	2,066	2,169
26	6200	Rent	39,650	41,633	43,715	45,901	48,196	50,606
27	6210	Rates	47,932	50,329	52,845	55,487	58,261	61,174
28	6230	Window Cleaning	1,200	1,260	1,323	1,389	1,458	1,531
29	6310	Cleaning / Sanitary Expenses	17,000	17,850	18,743	19,680	20,664	21,697
30	6319	PWLB Repayment	15,300	15,300	15,300	15,300	15,300	15,300
31	6321	Vehicle Insurance	4,499	4,724	4,960	5,208	5,468	5,741
32	6322	Fuel	500	525	551	579	608	638
33	6324	Tools & Equipment	250	263	276	290	305	320
34	6325	PPE	500	525	551	579	608	638
35	6330	Waste Disposal	4,228	4,439	4,661	4,894	5,139	5,396
36	6400	Repairs and Maintenance	18,000	18,900	19,845	20,837	21,879	22,973
37	6402	Town Hall Restoration Fund	-	-	-	-	-	-
38	6407	Xmas Lights/Trees	10,000	10,500	11,025	11,576	12,155	12,763
39	6410	New Equipment	1,000	1,050	1,103	1,158	1,216	1,277
40	6414	Events	7,000	7,350	7,718	8,104	8,509	8,934
41	6418	Defibrillators	1,000	1,050	1,103	1,158	1,216	1,277
42	6420	Litter/Dog Bin Emptying	2,700	2,835	2,977	3,126	3,282	3,446
43	6431	Bar supplies	-	-	-	-	-	-
44	6440	ROSPA Inspection	700	735	772	811	852	895
45	6469	Pest Control	600	630	662	695	730	767
46	6471	Skips for cemetery	1,400	1,470	1,544	1,621	1,702	1,787
47	6485	Plants & Sundries	2,000	2,100	2,205	2,315	2,431	2,553
48	6490	Trees/Flower Beds	8,600	9,030	9,482	9,956	10,454	10,977
49	6495	Street Furniture	1,000	1,050	1,103	1,158	1,216	1,277
50	7100	Travel & Subsistence	200	210	221	232	244	256
51	7300	Staff & Councillors Training	3,500	3,675	3,859	4,052	4,255	4,468
52	7500	Legal & Professional Fees	8,000	8,400	8,820	9,261	9,724	10,210
53	7600	Subscriptions	2,337	2,454	2,577	2,706	2,841	2,983
54	7610	Licences	1,850	1,943	2,040	2,142	2,249	2,361
55	7630	Bank Charges	300	300	300	300	300	300
56	7650	Insurance	12,199	12,809	13,449	14,121	14,827	15,568
57	7670	Grants-Voluntary Organisations	16,500	17,325	18,191	19,101	20,056	21,059
58	7671	Grant Theatre C/N	3,000	3,150	3,308	3,473	3,647	3,829
59	7672	Grant Lido C/N	5,000	5,250	5,513	5,789	6,078	6,382
60	7673	Grant Museum	3,500	3,675	3,859	4,052	4,255	4,468
61	7690	Mayors Allowance	1,500	1,575	1,654	1,737	1,824	1,915
62	7720	Other Miscellaneous Expenses	15,776	16,565	17,393	18,263	19,176	20,135
63	7735	HR Retained Service	1,000	1,050	1,103	1,158	1,216	1,277
64	7740	Health & Safety Services	8,000	8,400	8,820	9,261	9,724	10,210
65	7741	H&S Compliance	7,650	8,033	8,435	8,857	9,300	9,765
		Total	639,518	672,987	701,214	730,675	761,432	793,539

Total income	657,932	679,395	701,608	724,599	748,395	773,024
Total Expenditure	639,518	672,987	701,214	730,675	761,432	793,539
Net	18,414	6,408	394	(6,076)	(13,037)	(20,515)

10a. Grant Applications – Community Land Trust and ACE Centre

At the last Finance and Resources Committee meeting, the Committee was unable to award grants to the Community Land Trust or the ACE Centre as their applications did not contain sufficient information to enable a decision to be made. Both organisations were given the opportunity to provide further information and revise their applications. The updated applications are therefore being brought back to the Committee for consideration at this meeting.

3. Application Form

3.1. Organisation Details.

Organisation name:	Chippy Community Land Trust Ltd. (Chippy CLT)
Contact name:	Sean Vassen
Position in organisation:	Treasurer
Address:	[REDACTED]
Telephone:	[REDACTED]
Email:	[REDACTED]
Organisation type:	Community Benefit Society
Charity number (if applicable):	9394
Social media links:	https://www.facebook.com
Website:	https://www.chippyclt.org.uk
Social media links:	

3.2. Bank account details.

[REDACTED]
[REDACTED]
[REDACTED]

Payments will only be made to a bank account in the name of the applicant organisation.

3.3. Fundraising Activity.

Fundraising activities in the last 12 months. We have looked to increase membership through community engagement workshops, stalls at local events
--

**Fundraising activities planned for the next 12 months.
Applications to WODC, Community Land Trust Network, other bodies**

3.4. Project Details.

Project title:	
Project start date:	1 st August 2026
Project end date:	31 st July 2027
Project location:	Chipping Norton

3.5. Project budget.

Budget item cost (£)	Funding source
Please see attached budget	WODC, Community Land Trust Nextwork, other bodies
Total project cost £90,000.00	

Amount requested from Chipping Norton Town Council Grants to voluntary bodies scheme (£) 2,000.00

Tick here if you requesting free use of Council venues as part of this application? ☐X Yes
(If you tick yes, you must complete section 3.6. below).

3.6. Details of free venue use.

**Please list the dates and times of each venue you are requesting free use of.
Dates TBC**

3.7. Project description, benefits and measuring impact.

Describe your project (max 300 words).

As part of our wider project to deliver 10 new homes for the Chipping Norton community, we are applying for a £2,000 grant from Chipping Norton Town Council to help fund an independent community survey.

The purpose of the survey is to better understand local housing need. We want to reach as much of the community as possible to find out what types of homes are currently lacking in Chipping Norton, what size and style of units would be most useful, and what kind of design local people would like to see as part of the development.

The survey will also help us assess local interest in the possibility of a construction apprenticeship linked to the development, in partnership with ACE Training. Our longer-term ambition is that an apprentice involved in the project could eventually move into one of the completed homes, creating a direct link between local training, employment, and housing opportunity.

This will also provide an opportunity to engage the whole community in what we are trying to achieve and hopefully ensure we can evidence wide support for the CLT and what it is trying to achieve ..this is critical as a community -led organisation

To ensure the work is carried out professionally and independently, we would appoint Community First Oxford, an organisation experienced in delivering this type of community survey and producing the accompanying report. The grant would therefore enable us to gather robust evidence from local residents, shape the project around genuine community need, and strengthen the wider social value of the development.

What benefits will your project bring to Chipping Norton residents? (max 300 words).

Housing and land kept for the community

How will you measure the impact of your project? (maximum 100 words).

The impact on the community housing infrastructure

3.8. Supporting documents and declaration.

Supporting Documents Checklist Constitution or governing document ☒ Bank statement
☒ Safeguarding policy (if applicable) ☐ Other supporting documentation ☒

Declaration **X** I confirm the information provided is true and accurate. **X** I confirm I am authorised to submit this application. **X** I confirm the organisation accepts the grant scheme terms and conditions.

Name: _____Sean Vassen_____

Position: _____Treasurer_____

Signature: _____

Date: _____1st July 2026_____

Incomplete applications will not be presented to the Committee for consideration.

3. Application Form

3.1. Organisation Details.

Organisation name:	The ACE Centre
Contact name:	Sally Purssell
Position in organisation:	Chair of Trustees
Address:	The ACE Centre, Burford Road, Chipping Norton, OX75DZ
Telephone:	[REDACTED]
Email:	[REDACTED]
Organisation type:	Childcare and Education
Charity number (if applicable):	1060208
Social media links:	
Website:	www.aceearlyyears.co.uk
Social media links:	

3.2. Bank account details.

Bank account name:
Sort code: [REDACTED]
Account number: [REDACTED]

Payments will only be made to a bank account in the name of the applicant organisation.

3.3. Fundraising Activity.

Fundraising activities in the last 12 months. Due to uncertainty about the future of the ACE Centre no fundraising was undertaken last year. These uncertainties have now been resolved. The Maintained Nursery School has closed, but we are still operating from the building on a lease from O.C.C. , and our future is now secure. We have extended our provision to offer places to 3 and 4 year olds, and are expanding.

Fundraising activities planned for the next 12 months.

Pre-loved toys and clothes sale

Quiz and cheese and wine evening

3.4. Project Details.

Project title:	Improving outdoor play surfaces to allow year round use (artificial grass)
Project start date:	August 2026
Project end date:	September 2026
Project location:	The ACE Centre, Burford Road, OX7 5DZ. Small outdoor area to the rear of the building, currently unkempt and unsuitable for young children

3.5. Project budget.

Budget item cost (£)	Funding source
£2756.11	Artificial grass surface - Grant and our reserves
£760	Repairs to old, unsafe decking area - grant and our reserves
Total project cost	£3516.11

Amount requested from Chipping Norton Town Council Grants to voluntary bodies scheme (£) 2000 _____

Tick here if you requesting free use of Council venues as part of this application? ☐ Yes **(If you tick yes, you must complete section 3.6. below).**

3.6. Details of free venue use.

Please list the dates and times of each venue you are requesting free use of.

3.7. Project description, benefits and measuring impact.

Describe your project (max 300 words).

Our project is to install artificial grass to a small, disused, dilapidated area to the rear of our building to make it suitable for year round, outdoor play in all weathers. An area of decking also needs repair to make the area safe and suitable for young children to play. The area is currently unsuitable as a play area.

The area needs to be levelled, and prepared as part of the installation process.

The new surface will give us a space we can use in all weathers, facilitating the outdoor play that is so vital for the health and wellbeing of young children. The area is adjacent to our indoor space, so we will be able to open the doors to allow free flow play between indoors and outdoors for our children. Improving the outside space will be attractive to Parents and children as we grow our numbers and provide more places to local children and families.

What benefits will your project bring to Chipping Norton residents? (max 300 words).

We currently have 46 children attending our setting in total (8x 0-2's, 18x 2 - 3's, and 20x 3 - 4's).

Of these 42 are in receipt of government funding including: early learning for 2 year olds (previously called disadvantaged funding), working families funding, universal 3 year old funding.

We are an inclusive setting that provides childcare places for all. We support working parents and those seeking to return to work, as well as those who stay at home. 23 of our children attend term time, and 23 attend year round. 10 children have special educational needs (approx 22%), and 26% of our children are 'vulnerable' children. We have a long waiting list for places. All these children and their families will benefit from our project as the increased outdoor space will improve the year round outdoor provision for all. Our children come from diverse backgrounds, and with a range of needs. Most live in Chipping Norton, and some from local villages. A significant number live in flats and have little or no access to outdoor garden space at home. Our ethos is to provide long periods of uninterrupted outdoor play and learning, giving access to fresh air, physical activity and promoting a positive attitude to healthy lifestyles.

This grant will allow us to enhance this offer significantly. Combining the mental and physical health benefit from being outside, and by allowing our young children to develop a love of being outside we can start to set healthy patterns that can last a lifetime.

How will you measure the impact of your project? (maximum 100 words).

Impact will be measured by the amount of time that our children can spend outside in all weathers. Physical skills will continue to be tracked and we will monitor the rate of development. We expect to see a developing love of being outside as the environment supports this play. Childrens behaviour and emotional and mental health will be monitored as increased amounts of time spent outside improve mood and wellbeing.

3.8. Supporting documents and declaration.

Supporting Documents Checklist ☒ Constitution or governing document ☒ Bank statement ☒ Safeguarding policy (if applicable) ☐ Other supporting documentation

Declaration ☒ I confirm the information provided is true and accurate. ☐ I confirm I am authorised to submit this application. ☒ I confirm the organisation accepts the grant scheme terms and conditions.

Name: Sally Purssell
Position: Chair of Trustees
Signature: *Sally Purssell*
Date: 2/7/26

Incomplete applications will not be presented to the Committee for consideration.

Chipping Norton Town Council

Core Grant Impact Report

Review of the 2023–2026 Core Grant Agreement

Organisation: Chipping Norton Lido Ltd

Main contact: Claire Jarvis

Position: Director/Trustee

Email: [REDACTED]

Telephone: [REDACTED]

Date submitted: 15 September 2026

1. Organisation Overview

Please provide a brief overview of your organisation, its aims and the services or activities it provides.

Chipping Norton Lido Limited is a registered charity and company limited by guarantee, run by a board of eight volunteer trustees. Having saved the pool from closure over 20 years ago, our charitable objective is to provide access to healthy recreation and sport for the benefit of the inhabitants of Chipping Norton and the surrounding villages, in the form of an open-air heated swimming pool and recreational area.

In short, we describe the Lido as a 'pool with a social conscience.'

The Lido comprises a 25m heated outdoor pool, a toddler pool, a café and changing rooms (leased from West Oxfordshire District Council and the Chipping Norton & District Volunteer Fire Brigade Charitable Trust) and extensive lawned grounds (leased from Oxfordshire County Council). We run a full summer season from April to September offering public swimming, swimming lessons for children and adults, activity classes (yoga, Pilates, tai chi, aquafit, swimfit and synchronised swimming), private hire and community events. In October 2025 we launched a new cold-water swimming and sauna season on autumn/winter weekends – our first venture into year-round opening.

We are a registered RLSS training centre, delivering National Pool Lifeguard Qualification (NPLQ) and First Aid at Work courses each year.

2. How the Town Council Grant Has Been Used

Please explain:

- How the Town Council's Core Grant has been spent over the last three years.

- Whether it has supported staffing, operational costs, projects, capital investment or specific programmes.
- Why this funding has been important to your organisation.

In each of the last three financial years (years ended 30 November 2023, 2024 and 2025) Chipping Norton Town Council has awarded the Lido an unrestricted grant of £5,000, as part of a three-year funding commitment from its Grants to Voluntary Bodies resources. The Council has remained our only source of public funding for core costs throughout this period.

The grant is unrestricted and is not explicitly tied to a single project. It is received into our general fund alongside swim admissions, café income, fundraising and donations, and is used to help meet the annual operating deficit that every open-air lido incurs – no open-air pool of our kind is profitable on swim admissions alone. In practice it is available to support core running costs such as staffing, energy, water, chemicals and routine maintenance, keeping the pool safe, open and affordable.

The funding also allows us to support activities that aim to widen access but which otherwise we might consider unaffordable, such as our subsidised weekly Over 60s swim sessions.

|In 2025 we used the funding to keep prices unchanged from the previous year.

In short, this funding has been important to us for three reasons: it directly plugs a gap in our unrestricted income that would otherwise have to be found through additional fundraising or price rises; it gives trustees the confidence to plan the season and invest in improvements, knowing this element of income is secure for three years; and it demonstrates to other funders (trusts, foundations and grant-makers) that the Lido has the ongoing backing of the local authority, which strengthens our other funding applications and match-funding cases.

3. Financial Sustainability

Please describe:

- Your principal sources of income.
- How financially sustainable the organisation is.
- Other grants, sponsorship or funding secured during the last three years.
- Any significant financial challenges experienced.

Please attach:

- Audited or independently examined accounts for the previous three financial years.
- Summary of income sources.
- Details of grants, donations and sponsorship received.

Principal sources of income

Pool trading income:

2023: £124,931

2024: £135,467

2025: £173, 656

The increase in 2025 is attributable to both good summer weather and income from the first six weeks of the new winter programme.

Café income:

2023: £33,349 (surplus £5,644)

2024: £32,827 (surplus £3,532)

2025: £48, 670 (surplus £3,639)

The surplus from the café, whilst not large, is used to support core operating costs.

Public fundraising:

Lottery, Auction of Promises, sponsored events, community initiatives such as Water for Water

See Annual Reports for individual details – variable each year

Feed-in Tariff income from solar PV installation:

2023: £2,639

2024: £3,582

2025: £4,029

Grants and donations, including Chipping Norton Town Council, Sport England and several local trusts (see below)

Investment income

Financial sustainability

As with all open-air pools, our trading operation runs at a deficit that varies significantly year to year depending on the weather; this is covered by fundraising, grants and donations. Our reserves policy aims to retain unrestricted operating reserves of around £35,000, enough to fund six months of working capital without fundraising.

Other grants, sponsorship or funding secured in the last three years

- Sport England Swimming Pool Support Fund (Phase 2): £87,000 capital award for solar PV and air source heating, installed over 2024–2025.
- Holiday Activities and Food (HAF) programme funding in collaboration with the Theatre Chipping Norton: c.£980–£1,010 per year each year.
- You Move (via WODC): c £45-95 per year, funding reduced-cost family swims for families receiving free school meals.
- Thrive: £325-1,000 per year, subsidising summer holiday swims for 8–16 year olds in families living in deprivation.
- Midcounties Co-op: £250 towards free coffees at subsidised Over 60s sessions.
- Ormonde Charitable Trust, Bartlett Taylor Charitable Trust and Doris Field Charitable Trust: £1,000 each towards refurbishment of the accessible changing room (2025).
- HDH Wills Charitable Trust (£2,000) and David Cameron & Lord Chadlington's local fund (£1,000): towards a stretch tent (2024).

- Donations from the Water Hygiene Centre, the Churchill Car Show, the Chipping Norton Festival, and numerous individual and business donors and fundraisers.
- Pro bono/gift-in-kind support, including chemical handling training and winter chemicals from Complete Pool Controls (CPC), pump servicing from Ecojet, and branding support from Mark Making.

Significant financial challenges

- Persistently high and volatile energy costs (electricity and gas).
- Rising wage, chemical and materials costs.
- A significant increase in repairs and maintenance spend, including a £26,000 refurbishment of the accessible changing room in 2025.
- The financial risk of launching a new winter season, which trustees chose to underwrite from reserves while monitoring its performance.
- Continued weather-dependence of trading income, which makes annual results volatile.

Copies of our accounts for the years ended 30 November 2023, 2024 and 2025 are attached.

4. Community Impact

Please describe the activities delivered during the last three years and the difference they have made.

Where possible include measurable information such as:

- Visitor numbers
- Attendance figures
- Participants
- Educational programmes
- Outreach projects
- Events
- Volunteer involvement
- Testimonials or case studies

Please include any evidence that demonstrates the impact of your work.

Overall usage of the Lido, measured in customer visits, is growing:

- Total swims rose from 16,672 (2023) to 16,647 (2024) and then to a record 20,407 in 2025 (19,385 in the summer season plus 1,022 in the first six weeks of our new cold-water season) – a 16% increase in summer swims alone against 2024, nearly matching our best-ever year in 2018.
- Free toddler swims: 487 (2023), 452 (2024), 543 (2025).
- Children's swims: 4,179 (2023), 4,176 (2024), 4,972 (2025).
- Over-65s swims: 1,030 (2023), 1,213 (2024), 1,554 (2025).
- Over-60s free/subsidised sessions: 367 (2023), 368 (2024), 581 (2025).

- Activity sessions (yoga, Pilates, tai chi, aquafit, synchronised swimming, swimfit): 726 (2023), 353 (2024), 611 (2025).
- Sauna visits in our first cold-water season (2025 only): 731.

Educational and outreach programmes:

- Each year we offer a two-week summer holiday programme of children's swim lessons for beginners and improvers, alongside 1:1 lessons for both adults and children. We also offer weekly Swimfit classes for adults wishing to improve their swim technique and stamina.
- In 2026 we delivered a fourth consecutive year of the Holiday Activities and Food (HAF) programme with Theatre Chipping Norton, giving disadvantaged young people supervised, free access to the pool and food, before bringing families in to swim together
- We continued our You Move partnership (reduced-cost family swims for those on free school meals)
- Working with the local charity Thrive, we piloted half-price summer holiday swims for 8–16 year olds in 2025. In 2026 this programme has been rolled out more widely in the form of holiday swim passes for families in greatest need.
- Also working with Thrive and Chipping Norton School, we were able to provide our first training bursary to a 16 year-old NPLQ candidate to whom we were subsequently able to offer employment over the summer of 2026.
- We are a registered RLSS training centre, running NPLQ and First Aid at Work courses each year, providing training and work experience for young people. Each year we take on a number of newly qualified junior lifeguards and provide employment and additional training.

Events:

- Summer Solstice evening swim and barbecue
- Late Summer evening swims
- Annual Dog Swim
- Auction of Promises (2024 and 2026)
- 2025 Lido Birthday Party marking 21 years of independent, community-run operation, with an exhibition of photos and documents.
- 2025 Mayor's Charity Day
- Winter 2025 saw our first Christmas and New Year swim events.

Volunteer involvement:

The Lido is run by eight volunteer trustees, supported by a wider team of volunteers who give specialist expertise (for example in HR) and practical help with fundraising, events, maintenance and reception duties.

We are also working with an expert volunteer on the Lido archive in order to create an online and physical gallery charting the Lido's history since the fundraising campaign of the 1960s.

Sustainable Chipping Norton has been using the Lido as a venue for its parent wellbeing group for the past two years and has taken on the development and management of native tree and wildflower planting to create a nature-friendly 'zone' along the boundary of our lawns.

Testimonials:

THRIVE:

“Over the summer of 2026, Thrive worked with Chippy Lido and Chipping Norton secondary school to cover the cost of a lifeguarding course for a student who would not otherwise have had the opportunity to gain this qualification. We are proud to report that following their training course, the young lifeguard started work at the Lido with a skill that they can take anywhere with them to find work and gain access to new opportunities.” August 2026

SUSTAINABLE CHIPPING NORTON:

“Our wildlife parent wellbeing group met up yesterday at the Lido and as always it was a delight to see what was new and developing. We weeded out the tall grasses area where opportunistic fat hen and spiny sowthistle were taking over, and planted in wild strawberries to help hold the soil in place. These were kindly donated to our Swap Shop on Friday so it was great to find the perfect spot for them, and imagine children foraging in the grasses in years to come. We were treated to this gorgeous leopard moth, reminding us how much this area is populated by creatures at night after we have all gone home. Fun to see our friendly willow bee bobbing away by the stretch tent, watching over all the pollinators visiting the flowers in the grass - thank you Liz and the team for opening this space for us.” July 2026

CUSTOMER FEEDBACK

“I discovered the Lido when I moved to Chipping Norton in 2020, and when it reopened after lockdown I headed straight there and have been going ever since. It is truly my 'mental health happy place' - the Lido is so unique and special, and somewhere I go not just for physical exercise but also for my mental health. When the team introduced cold water swimming I gave it a go and found it really helped my menopause symptoms such as anxiety and brain fog. I also loved the challenge of cold water immersion and made friends in the cold water season. A sew-on badge was the icing on the cake! A highlight this summer was swimming during the solar eclipse which felt very unique. The Lido is way more than a pool - it's a community hub and a calm escape in an increasingly noisy world.”

“What a lovely lido. Visited and swam here for the first time today. Friendly and helpful staff, spotlessly clean facilities, and a super pool. Thank you so much, I'll definitely be back!”

“What a great asset this place is to Chipping Norton. A really lovely little find with water at 28°C perfect for a post August Bank holiday swim. There's plenty of picnic tables and seat and a large under cover area. The café has a great choice too with snacks and coffee, tea hot chocolate. Changing rooms are clean and private.”

“Lovely little pools, a young child's one and a deeper one. My children loved it. Great little cafe.”

“Thanks to everyone involved at Chippy Lido that had the vision to open for cold water swimming over the winter, it’s been amazing to be able swim outdoors still over the cold months.”

5. Benefits to Chipping Norton Residents

Please explain specifically how residents of Chipping Norton have benefited from your organisation.

Where possible include:

- Number or proportion of visitors from Chipping Norton
- Number of members from Chipping Norton
- Volunteer hours contributed by local residents
- School engagement
- Community events
- Activities supporting vulnerable or disadvantaged groups
- Any concessions or reduced-cost access for local residents

Please explain how these figures have been measured where applicable.

The Lido exists specifically for the benefit of the inhabitants of Chipping Norton and the surrounding villages – this is our core charitable object – and the great majority of our users live locally. Our entire trustee board is made up of Chipping Norton residents, and our AGM each summer is open to all users to discuss the report and accounts and raise ideas.

- Concessions: free or subsidised weekly sessions for over-60s (offered every year since we took over the pool); free toddler swims; half-price summer holiday swims for 8–16 year olds via Thrive; reduced-cost family swims via You Move for families receiving free school meals; free access days for young people via the HAF programme.
- Prices held flat between 2024 and 2025 despite rising costs, a deliberate decision to protect access for local families.
- School and youth engagement: regular ad hoc hire by local primary and secondary schools, cubs, guides, air cadets and church youth clubs.
- Volunteer hours: contributed by local trustees and volunteers across fundraising, HR support, maintenance, event support and volunteer reception.
- Support for vulnerable/disadvantaged groups: the HAF, You Move and Thrive partnerships specifically target children and families who could not otherwise afford to swim. We also provide a venue for Sustainable Chipping Norton’s Parents Wellbeing Group.

These figures are drawn from our online booking system, which records session type, concession category and attendance, and from records kept for each partnership programme (HAF, You Move, Thrive).

We also provide employment for around 30 people each year, the majority of whom are under 25, giving many young people their first paid work experience. We provide ongoing training free to all our lifeguards, enabling them to maintain their training logs and

therefore to secure employment at other pools. We also make First Aid at Work training available to all staff. Additional specialist training is provided in lifeguarding and first aid to all staff involved in our cold water swim season.

6. Partnership Working

Please provide examples of partnership working undertaken during the last three years, including work with:

- Schools
- Community organisations
- Voluntary groups
- Local businesses
- Health organisations
- Public bodies
- Other charities

Please describe the outcomes achieved.

- Schools and youth groups: local primary and secondary schools; regular hire by cubs, guides, air cadets and other youth groups.
- Community and voluntary organisations: Theatre Chipping Norton (HAF programme, four consecutive years); Thrive; You Move; Sustainable Chipping Norton (wildflower planting and a Parents' Wellbeing Group in 2025); Chippy Larder and The Branch.
- Local businesses: Whistler's Restaurant and the Red Lion pub, Long Compton (Water for Water and quiz-night fundraising); Jaffé & Neale (Lido Guide); the Churchill Car Show; Complete Pool Controls (pro bono training and winter chemicals); Ecojet (pump servicing); Mark Making (pro bono brand identity work); Still & Wild (provision of saunas on revenue share basis)
- Health organisations: the Water Hygiene Centre, our Legionella risk assessors, who also provide pool-plant training.
- Public bodies: Chipping Norton Town Council (core grant); Sport England (Swimming Pool Support Fund capital grant for energy generation); West Oxfordshire District Council and Oxfordshire County Council (our landlords). We were also supported by WODC in our bid for the Swimming Pool Support Fund grant.
- Charitable trusts: HDH Wills Charitable Trust, Ormonde Charitable Trust, Bartlett Taylor Charitable Trust and Doris Field Charitable Trust.
- Peer organisations: Portishead Lido, who generously shared their expertise ahead of our first cold-water season, Future Lidos campaign group, for whom we have hosted visits from campaign groups and with whose members we share data and experience.

Outcomes:

These partnerships have enabled us to extend our season into the winter for the first time, deliver free and subsidised access for disadvantaged families and young people, secure significant capital investment in sustainability (solar PV, solar battery storage and air source heat pump), and complete a full refurbishment of our accessible changing room.

7. Looking Ahead

If Core Grant funding were renewed, how would your organisation propose to use it over the next three years?

Please outline:

- Your priorities.
- Planned developments.
- Expected benefits for Chipping Norton residents.

If the Town Council's core grant funding is renewed, we would propose to use it, as before, as unrestricted income to help cover our annual trading deficit and core operating costs, and also to support initiatives to ensure the pool remains accessible to all. Over the next three years our priorities are:

- Consolidating and growing our new autumn/winter cold-water swimming and sauna season into a sustainable, profitable offer.
- Completing further capital works funded from designated reserves: plant room repairs and plumbing (estimated £24,000 + VAT) and replacement of the corridor roof and flooring (estimated £45,000 + VAT).
- Continuing to widen access for families facing cost-of-living pressures through partnerships such as You Move, Thrive and HAF, while keeping admission prices as low as possible.
- Building on our sustainability programme – solar PV, battery storage and air source heating – to further reduce energy costs and environmental impact.
- Refreshing our brand and communications, with pro bono support from Mark Making, to reach new users and strengthen fundraising.

Expected benefits for Chipping Norton residents include a longer season offering more opportunities for healthy outdoor recreation across the year, continued and expanded concessions for older people, children and lower-income families, and a more resilient, lower-cost pool operation that protects the long-term future of a much-loved local asset that has served the town since 1970. Continued core grant support would also strengthen our case with other funders.

8. Additional Information

Please include any further information you believe would assist Members when considering your application.

The Lido is run entirely by volunteer trustees; there is no trustee remuneration or expenses.

We would be delighted for Council Members to visit The Lido, meet our trustees, or ask any further questions.

Declaration

I confirm that the information provided within this report is accurate to the best of my knowledge.

Name: Claire Jarvis

Position: Director/Trustee

Signature: *Claire Jarvis*

Date: 15 September 2026

Checklist

Please ensure the following documents are enclosed:

- ☐ Impact Report completed
- ☐ Accounts for the previous three financial years
- ☐ Summary of income sources
- ☐ Details of grants, sponsorship and donations received
- ☐ Visitor or attendance statistics
- ☐ Evidence of outreach and community engagement
- ☐ Evidence of benefits to Chipping Norton residents
- ☐ Partnership working evidence
- ☐ Any additional supporting information

Chipping Norton Town Council

Core Grant Impact Report

Review of the 2023–2026 Core Grant Agreement

Organisation: Chipping Norton Local History Society CIO

Main contact: John Graves

Position: Treasurer

Email: chippingnortonmuseum1@gmail.com

Telephone: [REDACTED]

Date submitted: 9th September 2026

1. Organisation Overview

Please provide a brief overview of your organisation, its aims and the services or activities it provides.

The **CN Local History Society CIO (LHS)** is the legal, charitable body that provides the management (through a committee of trustees) of the LHS, Museum and our specialist archaeological subgroup CHARG. Our primary charitable object is to help preserve the historical and archaeological heritage of Chipping Norton and surrounding district and to inform and educate the public about the history of Chipping Norton

The **Museum** collects and preserves artefacts, archives and photographs relating to Chipping Norton and the surrounding area and presents these in series of displays and collections.

The archaeology subgroup **CHARG** provides specialist knowledge of the local archaeology items in the Museum's collection and runs 'hands-on' activities of fieldwalking and test pit digs.

We actively encourage the greater use of the museum by the local community, particularly families and education groups and have kept our admission price low to facilitate this.

2. How the Town Council Grant Has Been Used

Please explain:

- How the Town Council's Core Grant has been spent over the last three years.
- Whether it has supported staffing, operational costs, projects, capital investment or specific programmes.
- Why this funding has been important to your organisation.

Over the past 3 years the Town Council grant has been used to fund a significant part of the operational costs of the LHS and Museum. Our annual operational costs are approaching £10,000. We do not employ any staff nor outsource any of our activities; all work is carried out by volunteers. The detailed accounts for the past three years are attached as an appendix. Town Council's funding is crucial to the ongoing existence of the organisation for two main reasons. One, the provision of over 30% of our income, which is a major alleviation of the burden

of our own fundraising activities and two, we anticipate that relatively soon our lease cost will be increased by a significant amount (possibly 100%) and so our fundraising will have to be greatly increased. When we approach major funders, it will be to our advantage to say that we receive significant financial support from our local Town Council.

3. Financial Sustainability

Please describe:

- Your principal sources of income.
- How financially sustainable the organisation is.
- Other grants, sponsorship or funding secured during the last three years.
- Any significant financial challenges experienced.

Please attach:

- Audited or independently examined accounts for the previous three financial years.
- Summary of income sources.
- Details of grants, donations and sponsorship received.

We have four main streams of 'routine' fund-raising activity that generates our income viz. membership subscriptions to the Society, museum entrance charges and sales of books and goods in the museum. In addition, we are fortunate to receive donations from the public.

In addition to these 'routine' fundraising activities our major fundraiser is the provision of, on six or seven occasions through each summer, refreshments (tea and cake) for visitors to Chastleton House. This raises the lion's share of our 'non-routine' income.

We do not purchase items to sell in the Museum, as we are fortunate to have members with the skills to create the items that we sell (e.g. cushions, scarves and cards using Bliss Tweed). One talented member of the Society also writes (and the LHS publishes) books on local historical characters and enterprises. Over the last three years, four books have been written and published.

To support our future **financial stability**, we registered the Local History Society as a "Charitable Incorporated Organisation" (CIO) with the Charity Commissioners and with HMRC for Gift Aid. When we embark on future fundraising activities our status as a CIO will be a critical part of our credibility as an organisation with potential donors.

Over the past few years, we have consciously built up our financial reserves in anticipation of the impact of the cost of the renewal of the lease with Coop Properties, which expired in March 2025. We negotiated an agreement to continue paying the lease at current rates until a new lease is agreed. Matters are clearer now that the property is no longer up-for-sale and, so, we won't have a new landlord. As a sitting tenant we have the right to a new lease but not at the existing rent. The sales documentation for the site gave an indicative rent for the space the Museum currently occupies of £16,500 per year (i.e. 3 times our current rent). This is, obviously, unaffordable and we will have to negotiate hard to achieve a realistic rent. However, we have assumed in our budgeting process that our rent will be close to double its current cost.

We do not receive recurring grants, sponsorship or funding from any bodies other than the Town Council.

4. Community Impact

Please describe the activities delivered during the last three years and the difference they have made.

Where possible include measurable information such as:

- Visitor numbers
- Attendance figures
- Participants
- Educational programmes
- Outreach projects
- Events
- Volunteer involvement
- Testimonials or case studies

Please include any evidence that demonstrates the impact of your work.

The Museum is open from Easter until October for two hours every day except Sunday. All sessions are staffed by volunteers. In 2025 the Museum was open on 181 days with a total of 828 (including 63 children) **visitors**. This total compares to 661, 639 and 536 for 2024, 2023 and 2022 respectively.

The Society organises and holds a series of **monthly talks** from September to May on topics of local interest. These talks complement the Museum's operation by overlapping the period that the Museum is closed. Talks are well publicised and visitors are encouraged to attend. The talks are growing in popularity and attract, on average, an **attendance** of around 35 people per talk (20% of whom were non-members).

The **LHS membership** has grown in numbers over the three-year period. At the end of December 2023 membership was 43. By the end of December 2024 this had grown to 65 and by the end of December 2025 it stood at 68. It has grown since.

We do not have any formal "**outreach projects or educational programmes**" but do provide extensive informal and ad hoc support to local schools, groups and organisations in the Town. For example, out-of-hours visits to the Museum were arranged for a number of local schools and youth groups. We visit local care homes to give talks and display artefacts to their residents to both entertain them and stimulate their memories. We also host special visits from members of the public or other organisations who are researching various topics.

We have undertaken or have been involved with many **events** that have had some impact on the community over the past three years. Some examples are given in below: -

- The Museum's window display draws a lot of attention and much praise of its topics and quality of the displays. Displays are changed every month or so and depict themes relating to events in history and the town (e.g. the 80th anniversary of VJ day, as many men from Chipping Norton were involved in the Far East conflict).
- We hold an annual "Finds Day" where we open the Museum free of charge so townspeople can bring in any artefacts they may have, or have found, so that Oxfordshire County Council's "Finds Liaison Officer" can identify them for them. The event is well attended and several of the 'significant' finds are recorded and added to the British Museum's "Portable Antiquities Scheme" database.
- We have organised talks in the Town Hall on historical and archaeology topics by experts. The talks are open everybody. Over the last three years these talks have included: -

- The national “Victoria County History” (VCH) project’s presentation of the content of its recently published volume on north Oxfordshire.
- The academic authority on Roman Oxfordshire gave a talk on the Romano-British settlement listed monument sited on Glyme Farm/Tank Farm.
- Bronze Age Oxfordshire given by a renowned Bronze Age specialist.
- A presentation at an annual town meeting on the subject of the Romano-British settlement in Chipping Norton.

We have a number of requests for information on houses and buildings in the area by new residents who are interested in finding out about the history of their properties. Our expert volunteers provided copies of all the documentation and photos we hold relating to their property.

We do not employ any staff, so all work is undertaken by our trustees, committee members and **volunteers**. There are 8 trustees and around 25 volunteers who undertake all aspects of the operation of the LHS/Museum/CHARG. An indicator of their involvement and commitment is given in Section 5, where we have estimated the number of hours per year given by these volunteers.

5. Benefits to Chipping Norton Residents

Please explain specifically how residents of Chipping Norton have benefited from your organisation.

Where possible include:

- Number or proportion of visitors from Chipping Norton
- Number of members from Chipping Norton
- Volunteer hours contributed by local residents
- School engagement
- Community events
- Activities supporting vulnerable or disadvantaged groups
- Any concessions or reduced-cost access for local residents

Please explain how these figures have been measured where applicable.

Our membership at the end of 2025 was 68, of whom all bar one are residents of Chipping Norton or the surrounding villages. All our volunteers are local residents. We have estimated the total number of hours per year that volunteers contribute as 2,440. This total comprises “Operational” (e.g. committee, treasures, curator) – 1,560; creation of sales items – 150; Museum duty – 360; Talks (organising and holding) – 170 and Fundraising (organising and holding) – 200.

In Section 4 we gave details of our work with **local schools**. In addition, we have also helped the Chipping Norton School with their fund-raising “Easter Egg Trail” and “Stranger in the Window” events. We make special provision for visits by students from “The Park School”, located at Southcombe, to visit the Museum in a manner and at a time when we can respond to their diverse needs. Their first trip was so well received that the Park School’s associate schools are planning visits for their students in the future.

We support the Town’s **annual celebrations** of, for example, the “Christmas Lights Switch-on” and “Town Festival” plus one-off anniversaries such as the “VE Day Celebrations” by opening of the Museum with free entry at these events.

CHARG played a major part in establishing the Scheduled Monument for the **Romano-British settlement** near Glyme Farm/Tank Farm. Historic England believes this site to be of national importance. The site deserves better presentation to the townspeople and visitors to the Museum of its size, scope and type of settlement. Therefore, we commissioned an artist to produce an illustration of the settlement, which will be on display in the Museum and used in educational visits.

A **geographical information system** (GIS) was developed to show historic and archaeological data for Chipping Norton and its surrounding parishes in the context of specialist (e.g. OS 1880) maps and, say, aerial photographs. The GIS is available to visitors to the Museum and help is on hand to explain its use. The GIS allows us to show images of the many hundreds of local 'finds' held in the Museum. Links to local finds held by other museums together with to other archaeology databases and on-line resources are available.

Recently, and in the near future, many organisations in the Town had, or will have, significant anniversaries. The Museum provided information on the history of the organisation and, if there were any relevant artefacts, made temporary loans of artefacts for exhibition. Examples are Probus Club's 50th, the Chipping Norton School's 100th, the Lido's 21st and the library's 70th.

6. Partnership Working

Please provide examples of partnership working undertaken during the last three years, including work with:

- Schools
- Community organisations
- Voluntary groups
- Local businesses
- Health organisations
- Public bodies
- Other charities

Please describe the outcomes achieved.

Out-of-hours visits to the Museum are arranged for the **local schools** as part of their studies. Some schools (e.g. St Mary's) have called on the Museum's collections and expertise to assist them with their projects (e.g. the history of the school).

Local **community groups** and organisations (e.g. The Chippy News, The Theatre, the Chipping Norton Choral Society) call on the museum's collections and expertise to assist them with information, photographs and artefacts to include in, and inform, their projects. The Theatre also borrows items on a temporary basis for their outreach work in the local community. Other **voluntary** groups (e.g. WOWI, U3A) were given conducted 'walking' tours of Chipping Norton to describe the background and history of the Town and its buildings.

Many visits were made to **local care homes** to give talks and display artefacts to their residents to both entertain them and stimulate their memories. We have visited most care homes in the area and also give talks on local history to the Monday Club in Glyme Hall.

We provided the **CN Town Council** with information on prominent local people whose names could be considered as potential street-names for new developments in the town

Liaison with other local museums, societies and **charitable organisations** takes place to mutual benefit. For instance, Hook Norton Museum has been cross-referencing deeds held by them and us to improve our archival sources and we are coordinating our talks programmes with the Chipping Norton Railway Club to mutual benefit. Burford Museum was recently 'accredited' and has offered to help us on our path to accreditation.

We hosted a visit by the Engagement Manager of the **Oxfordshire Museums Service** and staff as part of their exercise to see what different museums were doing (e.g. exhibitions, etc.).

We assisted the **Oxfordshire Local History Association** in its study day in Chipping Norton by holding talks and conducting 'walking' tours of Chipping Norton to describe the background and history of the Town and its buildings. We contributed to a survey by **"Visit England"** designed to measure the levels of visits to museums and other tourist attractions in the country.

7. Looking Ahead

If Core Grant funding were renewed, how would your organisation propose to use it over the next three years?

Please outline:

- Your priorities.
- Planned developments.
- Expected benefits for Chipping Norton residents.

Our top **priority** is to negotiate a new lease for the Museum with Co-op Properties. Of lesser urgency is to continue the process of accreditation as a museum with the Arts Council of England. This is at least a three-year process and involves extensive work in creating and updating policies and procedures in line with recommend practice.

Space remains a premium in the Museum and we constantly look to ways of improving the display of artefacts. We had to vacate the additional storage space we had leased from the Coop but the QD shop came to our rescue by allowing us to move less vulnerable items to a safe space in their storage area. This is a temporary measure that needs to be addressed in the lease renewal.

To improve the conservation of the artefacts held in the Museum we took advantage of a member's specialist knowledge to undertake a review of our artefacts, their storage and display. This review will help us improve the storage, conservation and display of the artefacts held in the Museum. It will involve additional costs for, for example, environmental conditioning and special lighting.

The trustees are acutely aware of the limitations to access to the Museum due to its physical location. There is no way that this can be physically mitigated in the short or long-term. Therefore, we will look to complementary alternatives by adding and enhancing existing methods of virtual access to our collections of artefacts and to our archives. This will become more important as the population of the Town (as elsewhere in the UK) becomes more elderly.

We expect the community to continue to benefit from our activities through attendance at the Museum, monthly talks on local history, special talks on subjects of interest as they occur, our

contributions to the young and the elderly through our outreach activities. In short, doing more of what we have been doing but to a wider audience and through partnership with the Town Council on its planned activities, festivals and, now, the "Town Hall" project.

8. Additional Information

Please include any further information you believe would assist Members when considering your application.

Declaration

I confirm that the information provided within this report is accurate to the best of my knowledge.

Name: John Graves

Position: Treasurer

Signature:



Date: 9th September 2026

Checklist

Please ensure the following documents are enclosed:

- ☐ Impact Report completed
- ☐ Accounts for the previous three financial years – *attached as Appendix 1*
- ☐ Summary of income sources – *included in the accounts and the body of the report*
- ☐ Details of grants, sponsorship and donations received – *included in the accounts and the body of the report*
- ☐ Visitor or attendance statistics – *included in the body of the report*
- ☐ Evidence of outreach and community engagement – *included in the body of the report*
- ☐ Evidence of benefits to Chipping Norton residents – *included in the body of the report*
- ☐ Partnership working evidence – *included in the body of the report*
- ☐ Any additional supporting information – *none attached.*

Chipping Norton Town Council

Core Grant Impact Report

Review of the 2023–2026 Core Grant Agreement

Organisation: Chipping Norton Theatre

Main contact: John Terry

Position: Director

Email: jterry@chippingnortontheatre.com

Telephone: [REDACTED]

Date submitted: 29.07.2026

1. Organisation Overview

Please provide a brief overview of your organisation, its aims and the services or activities it provides.

Chipping Norton Theatre is an arts centre, theatre, arthouse cinema, gallery, concert hall, stand-up comedy venue and, most crucially, a key community asset working proactively to meet the needs of the town. Working hand in hand with the Town Council and other local third sector partners, we aim to tackle exclusion, social isolation and inequality of opportunity, placing communal, creative activity at the heart of the town.

Functioning as both a resource for our community and a professional arts venue, we welcome an audience of over 40,000 every year. Crucially, and very unusually for a community of our size, we are a successful producing house, creating original 'Homegrown' live work that supports the wider artistic economy and promotes Chipping Norton nationally as a creative destination. Our most recent national tour played to 28,000 people across the country.

Our roots lie deep in our local community. Fifty years ago, residents of the town contributed £1 to local RSC actors Tamara and John Malcolm, and together they launched 'The Theatre'. Our home is a former Salvation Army Citadel. Today, the Theatre is still driven by the bold vision of our artistic team and a deeply held commitment to strengthen our community. We stand as a defiant exemplar of a creative hub thriving in, and because of, our strong rural identity.

Since 2020 The Theatre has transformed its relationship with the town, becoming one of the most trusted and visible community organisations in our locality, bringing change to individual lives and cohesion and opportunity to the community as a whole. Building on the support of our Town and District Councils, our work has been recognised nationally by bodies such as Esmée Fairbairn Foundation, The Theatre's Trust and Arts Council England for delivering high quality, transformative programmes for young people and their families.

Looking to the future, our particular areas of growth and focus for the next three years will be:

- 1) Supporting the growing community of older people in the area with a new 'Creative Ageing' strand of work based on the old Highlands site on Burford Road. This work aims to tackle social isolation, create intergenerational connections and improve mental and physical health and wellbeing.
- 2) Supporting young people with neurodiversity, mental health challenges and special educational needs. We bring expertise and specialist arts-based practices to provide culture-based activities for these young people and their families.
- 3) Maintaining and strengthening the live theatre elements of the programme with high-quality touring work, inhouse productions and a series of amateur/professional hybrid community theatre projects.

2. How the Town Council Grant Has Been Used

Please explain:

- How the Town Council's Core Grant has been spent over the last three years.
- Whether it has supported staffing, operational costs, projects, capital investment or specific programmes.
- Why this funding has been important to your organisation.

The introduction of core three-year grants from the Town Council to Chipping Norton's key charities has been vital and hugely appreciated. This foresight by Councillors following the uncertainties of Covid has helped provide greater stability and certainty.

At The Theatre we get no core Arts Council funding, so your core multi-year grant gives security, allowing us to plan ahead and sustainably grow provision where it is most needed. It helps us to help you support the town's most vulnerable, maintain fair ticket pricing for all, deliver a superb artistic programme and improve our facilities.

Since 2023 our Town Council core grant has supported:

A Theatre for everyone, including:

- Our first large-scale community-led live theatre productions: Lark Rise and Barn Dance, as part of our 50th anniversary. With a cast of over 80 local performers of all ages and levels of experience, these performances played to sell-out audiences.
- Relaxed performances of our annual Pantomime and the introduction of a breakout space for those with additional sensory challenges.
- Accessible ticket pricing with concessionary tickets for over 60's, pick a price, £5 tickets for under 26-year-olds and hundreds of free community tickets for households on low incomes and carers.
- Free family cinema screening for families on our Free School Meals programme.

Expansion of our Take Part community programme, including:

- Free school holiday lunches (voucher-based scheme) with arts activities and workshops for over 170 local young people every school holiday.
- The introduction of two new Youth Theatre groups – YT Open and YT SEN for young people needing greater support or with special educational needs.

- Addition of a second group to Great Company, our theatre company for adults who are neurodivergent or have a learning disability.
- Increased provision of mental health and anti-bullying support in local schools.
- Expansion of Little Limelights, our drama sessions for under 5's.
- Growth of our Creative Writing workshop.

A sustainable Theatre, including:

- Our transition to low energy LED stage lighting.
- New double-glazed windows.

"More intelligent, more esoteric and more intellectually exciting than many a theatre several times its size"

Oxfordshire Life

3. Financial Sustainability

Please describe:

- Your principal sources of income.
- How financially sustainable the organisation is.
- Other grants, sponsorship or funding secured during the last three years.
- Any significant financial challenges experienced.

Please attach:

- Audited or independently examined accounts for the previous three financial years.
- Summary of income sources.
- Details of grants, donations and sponsorship received.

Principle income sources and sustainability

To deliver our artistic and community work we need to raise around £370,000 per annum in funding to achieve a balanced budget, maintain accessible ticket pricing and improve our ageing building. That represents around 21% of our funding with the rest (79%) coming from ticket and trading income, which is impressive for a regional arts centre with just 225 seats.

Since 2008, and excepting emergency support during the Covid pandemic, this has been achieved without any core Arts Council funding. Every donation and grant is therefore critical to reaching our target. Having used a significant proportion of our reserves to survive the Covid pandemic we are now, when able, currently rebuilding them to pre-Covid levels. Whilst it remains an ongoing challenge to run a small arts organisation, The Theatre remains financially viable with strong governance, adequate reserves and a diverse spread of stakeholders.

Significant funders

We currently receive significant grant or sponsorship support (per annum) from:

- West Oxfordshire District Council (£33K including Arts 4 Elders)
- CHK Foundation (£30K)
- Esmee Fairbairn Foundation (£20K)
- Michael Bishop Foundation (£15K)

- PF Charitable Foundation (£5K)
- Oxfordshire County Council (OCVA) Connected Communities (£5K)
- Singer Foundation (£5K)
- Wise Investment (£4.85K)
- Bloxham School (£4.5K)
- Chipping Norton Town Council (£3K)
- Plus a large range of smaller grant awards from local and national bodies.

In addition to grant and sponsorship support we receive individual donations through our Patrons and Friends schemes.

A full list of organisational funders and the breakdown of fundraising income is shown in the Impact Report attached.

4. Community Impact

Please describe the activities delivered during the last three years and the difference they have made.

Where possible include measurable information such as:

- Visitor numbers
- Attendance figures
- Participants
- Educational programmes
- Outreach projects
- Events
- Volunteer involvement
- Testimonials or case studies

Please include any evidence that demonstrates the impact of your work.

Since 2023 and during the grant funded period we have achieved the following:

Artistic:

- Hosted **117,492** visits to The Theatre
- Presented **680** live shows (including Pantomime)

Social Impact and Community

- Worked with **41,392** participants across our whole Take Part programme.
- Provided **30,970** free school holiday lunches and art packs for young people and their families.
- Provided **139** free school holiday workshop places.
- Funded **926** theatre sessions through our Bursary Fund.
- Distributed **2,579** free community tickets.
- Provided **149** places in mental health and wellbeing workshops at local schools.

Our latest impact report for 2025-26 is attached and here is what one family said about their involvement with us:

"My daughter does Youth musical theatre, and I do the parent and baby drama group, and come to the parent mental health group, and we all have the free meals. The theatre bursary has been life changing for my anxious eight-year-old who has not only made great friends but also gained confidence in herself and become a brilliant public speaker which will really help her all the way through her education. She is struggling in school, and at home, and this has made a real difference. The support during holidays just makes everyone that little bit happier with less stress around what we can afford. I wanted to say thank you, I'm so glad the new SEN parent group has started, we really needed it. We love the Theatre and all love being a part of everything you do."

Testimonial from Community Theatre Project participant, aged 17

"People of all walks of life, disability or not, have been able to be part of the theatre and get involved with what they do here, and I think that's something sort of at the heart of this place everyone, no matter what, is allowed to be here. Makes me so happy. the idea that there's just some places that they don't care about what political ideology you are, they don't care what background, they don't care about disability. They are just happy to have you here, and that's just the best thing. It's heartwarming."

Testimonial from Great Company member (theatre group for adults with learning disabilities):

'It's harder for people with learning disabilities to actually get an opportunity to do something that's bigger. It's just one of those things - I'm lost for words, because I can't even express how much it meant to me to be part of something as big as that'

5. Benefits to Chipping Norton Residents

Please explain specifically how residents of Chipping Norton have benefited from your organisation.

Where possible include:

- Number or proportion of visitors from Chipping Norton
- Number of members from Chipping Norton
- Volunteer hours contributed by local residents
- School engagement
- Community events
- Activities supporting vulnerable or disadvantaged groups
- Any concessions or reduced-cost access for local residents

Please explain how these figures have been measured where applicable.

Around 35% of our overall audience live within the OX7 postcode*, while almost all of our community participants are from Chipping Norton and the surrounding rural area. We have an average of 66 volunteer ushers (mostly local) who have contributed a total of 18,156 volunteer hours over the funded period.

Through our community programme we regularly deliver mental health and anti-bullying support to our local schools with 149 student places supported over the funding period. We directly support 170 local young people from low-income backgrounds with free school

holiday meals and arts activities, deliver two Great Company groups for adults who are neurodivergent or have a learning disability and expanded our Youth Theatre provision to support students with additional and special educational needs.

During our 50th anniversary we delivered two highly successful community plays - Lark Rise and Barn dance, giving 108 community participants the chance to perform alongside professional actors and creatives.

We maintain accessible pricing for everyone with an average ticket price of just £19.60 across every event at the Theatre last year. We offer "Pick a Price" events and concessionary ticket pricing to over 60's, under 26's and free community tickets to local residents on low incomes and carers.

*Based on audience booking data.

6. Partnership Working

Please provide examples of partnership working undertaken during the last three years, including work with:

- Schools
- Community organisations
- Voluntary groups
- Local businesses
- Health organisations
- Public bodies
- Other charities

Please describe the outcomes achieved.

Partnership is at the heart of what we do and The Theatre leads on Chippy Creative, an informal group made up of representatives of the organisations which support the community of the town and surrounding villages – the food bank, Chippy Larder, the Branch, each of the schools, Town Council, West Oxfordshire District Council and more – and the creative and leisure organisations based in the area – the Theatre, the Library, the Lido, Leisure Centre and more.

At meetings which happen approximately every 3 months, we come together to share updates, share needs and try to make change. Out of these meetings, in response to local need the Theatre has launched our mental health projects, working with young people on the CAMHS waiting lists, our schools-based anti-bullying work and supported Chippy Pride. Through these partnerships we are able to remain responsive to the needs of our community.

To give an example following the ongoing success of our mental health workshops in schools - in the coming year we have been asked to run two further mental health support groups in schools, and for the first time to support a local primary school in launching a new SEN and SEMH support hub, introducing drama as a therapeutic activity for primary aged young people. We will work closely in partnership with teachers and senior leaders at the schools to ensure programmes are responsive to the needs of their young people and to equip staff with practical skills to use in the classroom day to day.

During the funded period The Theatre has worked with:

Chipping Norton School
St Mary's Primary School
Park Special School
The Albion Centre
Chippy Larder
The Branch
Farm Ed
Chipping Norton Pride
North Oxfordshire Thrive
West Oxfordshire District Council
Chipping Norton Town Council
Chipping Norton Lido
Chipping Norton Museum
Chipping Norton Leisure Centre
Local care homes

7. Looking Ahead

If Core Grant funding were renewed, how would your organisation propose to use it over the next three years?

Please outline:

- Your priorities.
- Planned developments.
- Expected benefits for Chipping Norton residents.

Given the huge contribution The Theatre makes to supporting Chipping Norton's residents, as demonstrated here, we would like to request an increase in core annual support to £6,000 per annum for three years. Our core funding from the Town Council is hugely valued and impactful, but has remained at a similar level for quite a few years whilst both costs and our level of impact for the town and its residents has increased substantially. We have recently been successful in receiving some other smaller grants from the Town Council, but our planning and stability would be much improved with being able to plan for an increased level of funding over a multi-year agreement. We have previously had constructive and positive discussions with Council officers and members on this point.

This funding would be used as core seed funding across our work for young people (including Mental Health and SEN work) and creative classes for adults (Including our theatre company for neurodivergent and learning disabled adults).

In addition, it would support new strands of work developing community-led theatre productions and our new Creative Ageing programme.

Your grant would continue to support our Community programme for families and young people. As part of this work, and building on the success of our recent Lark Rise/Barn Dance community project, we hope to create and present a major community-led project in each of the next three years. Each production will involve large casts of local people working alongside professional creative teams to make work reflective of the town and its people.

- 2027 – Promenade Community Play (The Chipping Norton Mysteries)

- 2028 – 'Memory Lanes' Intergenerational project, partnering primary school children and care home residents to create a unique reflective live performance.
- 2029 – Community Pantomime

NB that these projects would be dependent on securing match funding from other sources.

It would also enable us to extend our community programme to better support our fast-growing elder community.

Chipping Norton and the surrounding rural area has a higher proportion of people aged 65 and over than the district, county, regional and national averages. The elder population has increased by 32% over the past decade indicating a significant demographic shift towards an older population. As at 2024 25% of the town's population is aged 65 and over. This trend is reflected in the area's health and well-being profile*, which shows higher prevalence of older people living alone and other health indicators that are worse than national averages.

To address this we want to grow a programme of arts-led activities we are calling *Creative Ageing*, including wellbeing walks, Dance and movement classes for those living with Parkinsons and reminiscence workshops. Further match funding will be sought with the aim of running a 'Men's Shed', and daytime singing and drama groups. These activities, delivered in fully accessible spaces in our Pop-Up Studio spaces on Burford Road (and, where possible, with free transport provided), seek to tackle social isolation, improve mental and physical health and help build community cohesion.

I do hope the Councillors can support our shared commitment to our wonderful community with a renewal of grant support at an enhanced level.

*Oxfordshire JSNA 2021

8. Additional Information

Please include any further information you believe would assist Members when considering your application.

The scale of Chipping Norton Theatre's social impact work is extremely unusual for an arts organisation of our size in a smaller rural community. We have used this form to give an overview of the extensive reach and breadth of the work, and a summary of some of our priorities for the coming years. More detailed line by line activity plans, budgeting and participant numbers can be provided on request.

The Theatre would work with the Town Council to agree a regular annual reporting framework in line with other stakeholders to keep members and officers well informed of progress, changes in delivery schedule and match funding secured.

Declaration

I confirm that the information provided within this report is accurate to the best of my knowledge.

Name: John Terry

Position: Director

Signature: 

Date: 19th August 2026

Checklist

Please ensure the following documents are enclosed:

- ☒ Impact Report completed
- ☒ Accounts for the previous three financial years
- ☒ Summary of income sources
- ☒ Details of grants, sponsorship and donations received
- ☒ Visitor or attendance statistics
- ☒ Evidence of outreach and community engagement
- ☒ Evidence of benefits to Chipping Norton residents
- ☒ Partnership working evidence
- ☒ Any additional supporting information

THE THEATRE
CHIPPING NORTON

IMPACT REPORT 2025 -26



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Welcome

from our Artistic Director

This year has marked a step change in the scale and reach of our inhouse theatre productions, and a maturing and consolidation of the social impact of our community programme. We hope you will enjoy finding out more about what we have been up to!

Our Mission Statement

We are the little giant of the arts – a rural venue and producing theatre with doors open to all.

We make and share inspiring performances and transformative creative activities.

We act as a driver of social change and community cohesion, and as a source of joy and curiosity for both our local community and national audiences.

Chipping Norton is a town characterised by extremes. Alongside Cotswold stone buildings and areas of extreme affluence sit hidden but significant pockets of severe disadvantage, underachievement and increasing deprivation. The west end of town ranks within the 10% most deprived nationally.

We are intent on addressing the issues of rural poverty, isolation and poor mental health which impact many young people and families in our local area. This year marked five years since the inception of our new approach to community led engagement - an approach that has seen us recognised as field leaders in rural socially impactful arts activities by the Esmée Fairbairn Foundation and the Theatre's Trust.

But don't just take our word for it. Later in the report, you can read, in her own words, the story of one person's relationship with The Theatre, from Mental Health Group participant to becoming a confident team member and arts practitioner.

John Terry, Artistic Director

“A little giant of the arts”



The Complete Works of William Shakespeare, Abridged

We produced two major in-house shows this year; bringing professional productions to our stage which would not otherwise be viable in a small rural theatre and creating opportunities for professional creatives to work in Chipping Norton.

The Theatre co-produced a major new production, working with The Reduced Shakespeare Company, which has played to over 25,000 in a 26 week national tour, with venues including Bristol Old Vic, York Theatre Royal and the Oxford Playhouse. The tour marks a new milestone in the scale of our in-house production and touring work.

27

the number of venues in our biggest national tour to date!

25,000

people have seen this production of 'The Complete Works of William Shakespeare, Abridged'

105
LIVE SHOWS

AND

92
PANTO
PERFORMANCES

We also hosted...

LIVE THEATRE - we hosted 64 live theatre performances from the dystopian world of 1984 to family shows including The Cat in the Hat.

COMEDY - 22 comedians from pre tour warm up gigs for national names to local legends

MUSIC - 19 live music performances on stage.

SCREENINGS 42 theatre, opera and ballet performances from houses in the UK and the US.

FILM - screenings every week ranging from indie arthouse to Oscar nominees

DANCE & ART - our gallery hosted four exhibitions and we began screening art exhibitions from national galleries taking you behind the scenes.



**"One thing you can
count on here is
excellence"**

Red Kite Days Review
Beauty and The Beast
2025-26

Beauty and the Beast, 2025-26

A Theatre for Everyone

We make and share inspiring performances and transformative creative activities which are a source of joy and curiosity for both our local community and national audiences.

35,984

visitors watched
live shows in the
theatre this year

"I was blown away by the performance"
audience feedback for 1984

"We left with an aching jaw from laughing"
audience feedback for Mark Watson

6,700

children watched
Beauty and the Beast,
either with their school
or with their family

**"Every aspect of the evening was first class. A
wonderful venue, friendly staff and a superb
performance by the five musicians"**
audience feedback for Buddy Holly
& The Cricketers

First Experiences of Theatre

We're Going on a
Bear Hunt, 2026

**"My grandchildren were enthralled throughout.
A real joy to share in their experience of real theatre"**
audience feedback for Tales from Acorn Wood

"A wonderful first theatre experience"
audience feedback for We're Going on
a Bear Hunt

380

children took part in
our 'Intro to Panto'
workshops in primary
schools, funded by
Cotswold Arts Through
Schools



We aim to ensure that our doors are open to all by making theatre more affordable & accessible for everyone.

£19.60

the average ticket price across every event at The Theatre last year

£5

Pick A Price and subsidised tickets for under 26s make live theatre and new and emerging talent accessible.

502

free community tickets were distributed to local supported families & individuals.

845

people attended accessible live shows or screenings including audio described, captioned and relaxed performances.

We also offer free tickets for carers or companions so those with disabilities or additional needs are able to access the theatre without additional cost.

"It was amazing. I've never been to the theatre before and it's just perfect. I love how personal it felt. The staff were amazing too"
audience feedback for relaxed performance



James Rowland, Learning To Fly
Pick A Price at Chipping Norton Theatre

Five Years of Social Impact

In 2020, The Theatre launched a new community programme in response to the pandemic, and the dramatic reduction of statutory community services in our region. We set out to bring lasting change and impact to our community.

Prior to 2020, The Theatre's participation programme, Take Part, ran a broad and much-loved range of youth and adult theatre groups. But despite a bursary scheme, what we didn't see in these groups were the members of our rural community who had the greatest needs, and perhaps had the most to benefit from engaging in community and creative activities.

In 2020, in response to calls for help from the food bank we instigated a Free School Holiday Meals programme. Over the years, this went from buttering sandwiches, to weekly shops, to food vouchers and now, five years later, we support 170 children every week of the holidays. As a result, this group are among the most regular users of our building



WISE INVESTMENT

WISE Investment's support for school holiday lunches has been the foundation for our community programme

"The Theatre is leading the way in socially impactful arts programmes in a rural setting" Theatre's Trust

We have been recognised by bodies such as Esmée Fairbairn Foundation, The Theatre's Trust and our own West Oxfordshire District Council for delivering high quality, transformative creative programmes for young people and their families.

"The lunches have made a massive difference over the school holidays & the children have been able to access the theatre to see shows that we wouldn't normally take them to due to cost. It makes such a difference to families on benefits" Parent of Family supported by Free School Holiday Meal Programme



Theatre staff distributing arts activities in 2022

But school holiday lunches were just the beginning. Our 'Ladder-of-Engagement' model meets young people in ways that are comfortable, accessible and affordable, before gradually building their confidence and integration into the life and broader programme of The Theatre. This began with easy-to-use art packs, then more creative art packs and in-person workshops, taster theatre workshops and finally to year-round bursaries for our youth theatre.

17,000

To date, The Theatre have provided more than 17,000 lunches alongside thousands of arts & theatre activities, opportunities to experience live theatre, and to get on-stage.

Our community scheme now also includes more strands, including theatre-based mental health programmes developed with mental health practitioners to support young people who are struggling in our local secondary schools, a long-term, regular community ticket programme giving families access to the theatre regardless of their finances and specialist SEN and trauma informed youth theatre groups to offer extra support as needed.

"The young people we support are thriving, learning new skills and gaining confidence. Many have joined our Youth Theatre with bursary support, performed on stage and even joined our team!" Clare O'Hara, Project Coordinator



All The Theatre's community programmes are free to the participant; funded by grants and donations.

Participants at a free family arts workshop

In 2025-26 our community programme has provided

11,050

free school holiday lunches

1,066

free school holiday arts activities

926

term time theatre sessions funded by bursaries

502

Community Tickets

52

places in mental health and wellbeing workshops at local schools.

42

Free places in Holiday Theatre Workshops.

Fostering skills that go beyond the stage

286

Adults, children and young people 'Take Part' in creative classes at The Theatre every week.

ADULT DRAMA

CHIPPY SINGERS

CAN SING CHOIR

DANCE 50

CREATIVE WRITERS

GREAT COMPANY

177

young people have performed on stage in school holiday drama and musical theatre workshops

LITTLE LIMELIGHTS

SATURDAY DRAMA

YOUTH THEATRE

YOUTH MUSICAL THEATRE

YT-SEN

We believe that creativity and expression is for everyone.

Our 'Take Part' programme includes something for everyone with a variety of weekly participatory classes for different groups including babies, toddlers, young people, adults and those with additional needs.

This year we expanded **Little Limelights**, our drama sessions for under 5's, **Great Company**, our theatre company for young adults who are neurodivergent or have a learning disability and **Creative Writers** classes for adults so more people can benefit by getting involved.

22% OF YOUTH THEATRE STUDENTS WERE SUPPORTED BY THE JUDITH & TONY YAROW BURSARY PROGRAMME



"I LOVE adult drama. The group is very special with a supportive teacher who encourages us to play and grow. Very welcoming theatre which has given me the creative outlet I was longing for." Adult Drama Group Participant

Adult Drama Participants in rehearsal

"I always feel so at home and inspired when I'm on the stage at The Theatre"
Bursary Recipient

"That was SO FUN!.."
the words of my daughter! Parent of Take Part Participant

"It's fantastic to watch both my kids perform so confidently within such a short time",
Parent of Holiday Drama Participants

Learning backstage skills at YT Extra!

Taking part in theatre and drama offers far more than just acting skills.

It develops confidence, collaboration, communication, self-worth and adaptability; vital skills for today and for the future. We aim to provide this opportunity to people of all ages, abilities and all backgrounds in our community.

"My daughter was incredibly nervous when she first arrived ... the theatre were fantastic at building her confidence, encouraging her to be brave and make new friends. She has absolutely loved these sessions! Thank you so much.'

Youth Theatre Parent

YT Extra!

In September 2025 we hosted a day of insider masterclasses, free to our participants, teaching new skills across all areas of theatre including lighting design, make-up, stage combat and theatre skills.



YT Extra was made possible by donations to Anthony Peter's 'Good Morning' fundraising appeal.

From Participant to Practitioner

In this spotlight, we share the story of a young person, in their own words, who began her journey with us by receiving targeted support from The Theatre, and now, as a young adult, is launched into a confident career as a creative artist and practitioner.



What began as a small workshop for a shy ten-year-old became a life-changing journey — one that turned a participant into a mentor, a leader and an aspiring practitioner determined to support the next generation in return.

"I first came to The Theatre for a musical theatre workshop with my older sister. I was 10 at the time and I was not a confident child. Never have been. Whilst I do love being on stage, I could never do it solo, I struggled with it a lot.

In year seven I had some counselling as I wasn't coping very well, but as soon as covid happened, that stopped immediately. I know a lot of people felt just completely and utterly alone throughout that time and a lot of people started struggling with anxiety. When we went back to school all the counsellors had gone; they just didn't have the support that we needed.

I joined The Theatre's first mental health workshops in my school in 2021. It definitely helped me feel like I was less alone a lot of the time. <The Theatre practitioners> were from a place that was very local to us and were friendly and really kind. Knowing that someone cared enough to come from the theatre to school just to try and help us out meant a lot to everyone. The workshops offered a space where we felt we could speak out a lot more.

I've definitely used the toolkit of skills that I learnt through those workshops. I still do a lot of the activities, especially in moments where I am feeling a lot more anxious around exams or other pressures.

At 14, I was offered a place in a holiday workshop at The Theatre and then mum got an email asking me to become an assistant, which I very happily agreed to be. When I started I was not confident, obviously I was nervous, but the practitioner I was assisting welcomed me in straight away.

People come here from different backgrounds, of different need. A lot of people are less confident when they come in and just standing with them, showing them the stage for the first time, watching them grow, especially in their performing abilities and their confidence. Seeing how excited they are when they come off stage, I get a great sense of pride out of it.

I think working at the theatre and coming here, it's impacted me a lot. Learning how to be myself without being apologetic about it. In the theatre you build a community. If you have an idea, you can say it. It might not always be used, but it's always considered.

Even travelling by myself, I wouldn't have been able to do years ago and now I can, because I just feel a lot more secure in myself.



"I've always loved doing the arts so to have the opportunity to do something at the theatre was very cool to me. It was the first time I ever felt that I was truly in charge of something"

This summer I'm participating in a project at The Theatre teaching young people to become assistants and practitioners along with acting and skills workshops. I'm desperate to learn more about how to work with young people within the arts.

In September, I have a place at the Royal Central School of Speech and Drama in London. I think the only reason I've managed to actually do that is through working here. Being able to be here has just been one of the greatest experiences that I could have ever had".



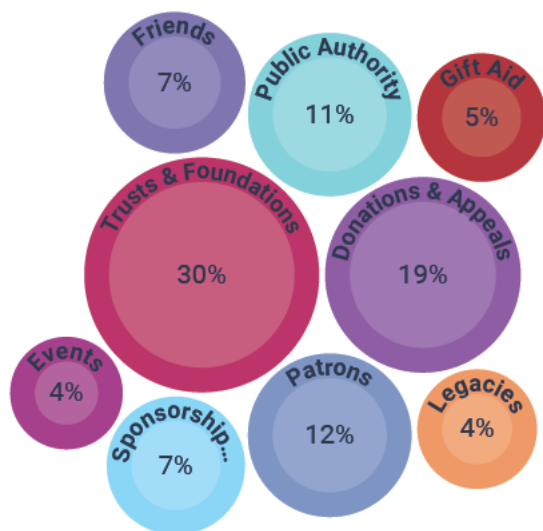
Volunteer Ushers

Funding your theatre

As a charity, your support ensures The Theatre remains a vibrant, thriving centre for the arts. Everything that happens at The Theatre, from ticketed events to community programmes, is made possible by our members, donors and sponsors. Approximately 25% of The Theatre's running costs are covered by fundraising and we earn an impressive 75% of our income each year through tickets, sales and Box Office services.

Fundraising 2025-26

£345,633



Thank you!

1985 Donors
2685 Prize Draw Tickets
157 Sponsored miles run
632 Friends
63 Patrons

Over 150 people volunteer each year from our wonderful team of more than 70 ushers, to our trustees, cake bakers, craft kit packers, volunteers & fundraisers.

to find out more about supporting us call us on 01608 649105
or visit www.chippingnotontheatre.com/support-us



Ellie in training
for the London
Marathon, 2025

Ellie's Marathon effort

Ellie Walker ran her
first ever marathon,
at London 2025
raising £4,536

WITH THANKS TO THE TRUSTS AND FOUNDATIONS WHO SUPPORTED THE THEATRE IN 2025-26

The Aird Charitable Trust, The Albion Trust, The Art Society of West Oxon, Big Give, Cash For Kids, Connected Community Fund, Cotswold Arts Through Schools, CHK Foundation, Churchill and Sarsden Parish Council, Doris Field Charitable Trust, Elizabeth Jackson Charitable Trust, Esmée Fairburn Foundation, Enstone Parish Council, Equity Charitable Trust, HDH Wills 1965 Charitable Trust, Kingham Parish Council, Movement for Good, Oddington Parish Council, The Ormonde Foundation, Oxfordshire County Councillors Priority Fund, The PF Charitable Trust, Singer Foundation, Stella Symonds Charitable Trust, Theatre's Trust, Walter Higgs Charitable Trust, Ward Charitable Trust.

Sponsors & Partners 2025-26

Our enormous thanks to all the businesses and organisations who have supported The Theatre this year.



WISE INVESTMENT Headline Theatre Partners

Aldi
Big Cheeks Wellbeing
Chipping Norton Business Buzz
Chequers, Chipping Norton
Cleenol
Co-op Community Fund
Evenlode Investments
Dragon School
Hedges Law
Kingham Hill School
Noble IT
Reform IT
Thunder
OxLEP
Windrush Valley School

Our partners include
Age Concern Chipping Norton
Chipping Norton Town Council
Chippy Larder
Chippy Lido
Cotswold Arts Through Schools
Oxford Play Partnership
Mind
The Branch
Thrive
West Oxfordshire District
Council



WEST OXFORDSHIRE
DISTRICT COUNCIL

WAYS TO SUPPORT THE THEATRE



SEE A SHOW

Every ticket sold supports performers and artists and The Theatre.

BECOME A MEMBER

The regular support of Friends and Patrons is vital to The Theatre every year.

DONATE

Donating helps share creative arts and supports our community programmes.

FUNDRAISE FOR US

Holding a fundraiser, or taking on a challenge helps more people benefit from the arts

LEAVE A LEGACY

A gift in your will can help us improve the theatre and deliver a thriving creative programme.

SPONSOR US

Sponsors share our commitment to sharing the arts with the Chipping Norton community

to find out how scan the QR code above, call us on 01608 649105
or visit www.chippingnotontheatre.com/support-us

Registered Charity No. 268154

