

Appendix A – Budget Proposals – Growth, Savings and Spend to Save

Please note:

1. Text in black and a positive number represents additional resource requirements through either additional expenditure budget or a reduction in income expected
2. Text in red and a negative number represents a reduction in resource requirement through either additional income or a reduction in expenditure

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Net Impact	2020/21	2021/22	2022/23	2023/24	2024/25
GRW011 & GRW045	Best Council to work for	Finance & Hr Apprentice	Both the finance and HR teams wish to employ an apprentice to grow our own talent within teams where recruitment can be difficult for fully qualified staff	47,750	23,875	23,875			
	Best Council to work for Total			47,750	23,875	23,875	0	0	0
CAP028	Clean, Green and Safe	On Street Recycling container provision	To purchase around 60 more on street recycling bins. This will collect litter on one side of the bin and recycling (largely plastic bottles & cans) on the other. They will be located in places such as bus stops and to replace some freestanding litter bins	-10,000	-2,000	-2,000	-2,000	-2,000	-2,000
CAP029	Clean, Green and Safe	Depot fuel system renewal	There are two fuel tanks – one at Highfield depot and one at Thorpe Lane. The fuel is dispensed via pumps which are becoming increasingly unreliable. The pumps at Thorpe Lane are very heavily used and the pumps are ten years old and need of replacement. Spare parts are becoming more difficult to source as the pumps are obsolete. The main pump at Highfield also needs replacement. The fuel system itself is also old, over ten years and better systems are on the market. The system needs replacing during 2020/21	-10,000	-2,000	-2,000	-2,000	-2,000	-2,000
CAP030	Clean, Green and Safe	Horsefair Public Conveniences	Horsefair public conveniences is located in a main visitor area. Adjacent to Banbury Cross and the Fine Lady statue. The coach drop off point is nearby. The public conveniences are twenty years old and in need of a refresh and there are no alternative facilities nearby. The public conveniences will be refurbished to unisex cubicles and a disabled facility	-25,000	-5,000	-5,000	-5,000	-5,000	-5,000
GRW013	Clean, Green and Safe	Waste Collection	The growth of the district means more properties being occupied. Each 4000 properties require a new crew. Each crew covers around 6000 properties with one & half crews needed for each property. This has been in the business plan for several years. A new crew will commence in 2020/21 with a further crew likely to be required in 2023/24	1,090,000	70,000	170,000	170,000	340,000	340,000
GRW040	Clean, Green and Safe	Waste Collection – Recycling gate fee	The value of recyclables can be highly volatile. Three years ago, recyclables were bringing in £300k/year income. The gate fees have changed to having to pay due to price changes on the individual materials. The gate is fee is over £40/tonne which means a change of £700k/year over the last three years. The deal to the Council is still favourable compared to most Councils	300,000	60,000	60,000	60,000	60,000	60,000
SAV027	Clean, Green and Safe	Commercial Waste	This proposal is to grow the Commercial Waste Service. The Commercial Waste Service has grown over recent years from a very small service bringing in around £50k of income per year to a service bringing in around £300k/year. The service is planning to continue to expand at around £100k/year additional income for each of the following three years, resulting in a net £30k pa surplus	-150,000	-30,000	-30,000	-30,000	-30,000	-30,000
	Clean, Green and Safe Total			1,195,000	91,000	191,000	191,000	361,000	361,000
CAP031	District of Opportunity & Growth	Car Parking Action Plan Delivery	A new car parking strategy with an action plan is being developed. It is expected that the strategy & action plan will be approved by the Executive in early 2020. The action plan will aim to improve signage to and from the car parks. It will enhance facilities including signage and direction boards. More car parks will move over to pay on exit. In addition issues such as changing lighting over to LED lights to make the car parks even more safe but also energy efficient The action plan will commence in 2020 and should be largely completed in early 2021/22	-75,000		-30,000	-45,000		

CAP032	District of Opportunity & Growth	Street scene fencing, street furniture and railings	This project aims to ensure play areas, open spaces and areas on CDC land and areas where CDC is responsible are safe for children and other people. Work will include replacing fences, railings and other street furniture which is either in poor condition or needs replacing	-5,000	-1,000	-1,000	-1,000	-1,000	-1,000
GRW002	District of Opportunity & Growth	Growth Deal – Year 3 CDC Plan Resourcing	Following the establishment of the CDC Growth Deal Programme Board a resourced Year 2 delivery plan was created and approved. This growth proposal identifies the required resources to continue the programme through Year 3. The Programme is made up of four workstreams: Affordable Housing; Homes from Infrastructure; Productivity and the Oxfordshire Plan 2050. These are supported by a Programme Management function within the Transformation team.	972,047	336,978	313,944	321,125		
GRW017	District of Opportunity & Growth	Canalside Regeneration Feasibility	The budget proposal would allow the appointment of external consultants to work with staff to unlock, design and engage stakeholders to ensure a delivery plan to achieve the Councils aspirations in delivering the Canalside Redevelopment.	230,000	230,000				
GRW021	District of Opportunity & Growth	Planning Policy Conservation Design	Net cost for 20/21 for staff changes : Required for Planning Policy, Conservation & Design Business Case to achieve: - Introduction of team leaders and provide capacity for the service manager - To build capacity in Planning Policy to fulfil project requirements of the Local Development Scheme - To re-introduce Urban Design resource to support healthy place shaping and raise design standards	266,307	61,095	51,303	51,303	51,303	51,303
GRW033	District of Opportunity & Growth	Kidlington masterplan delivery project	This project will deliver the projects identified in the action plan and next steps for Kidlington masterplan. The priority projects include the village centre, Exeter Close, sport and recreation improvement. The Growth Proposal will support a Project Delivery Officer/Manager (£50,000) and funding (£75,000) for specific projects and strategy development for an employment cluster, Oxford Road corridor transformation and canal improvement.	175,000	125,000	50,000			
GRW036	District of Opportunity & Growth	Landscape architects	The growth of the district means more and more planning applications are being received. The Landscape architects (1.5 FTE) comment on planning applications and inspect after developments are complete. The level of planning applications particularly on major developments mean most of the resource is tied up on planning applications and other projects such as the design and development of Banbury Country Park and Bicester Country Park The intention is to fill another post to deal with the growth in planning applications.	100,000	20,000	20,000	20,000	20,000	20,000
GRW038	District of Opportunity & Growth	Planning Fee income reduction	To compensate for expected net reduction in planning fee income.	512,500	102,500	102,500	102,500	102,500	102,500
SAV003	District of Opportunity & Growth	Rental Income - Tramway and Antelope Garage, Banbury	CDC acquired Tramway industrial Estate on the 29th March 2019. The income from that property was not reflected in our 2019/20 revenue budgets due to the timing of the acquisition. Rent free periods in some of our other commercial properties have also come to an end during 2019/20 and this means that we are anticipating additional income due to the council that needs to be reflected in our budgets.	-2,508,750	-501,750	-501,750	-501,750	-501,750	-501,750
SAV011	District of Opportunity & Growth	Miscellaneous	Small adjustments based on correction from previous years across all of our property services following a line by line review of all budget lines	-457,595	-91,519	-91,519	-91,519	-91,519	-91,519
SAV028	District of Opportunity & Growth	Christmas Lights	This is a revenue saving from changes to the way in which Christmas lights will be delivered in future	-146,000	-29,200	-29,200	-29,200	-29,200	-29,200
	District of Opportunity & Growth Total			-936,491	252,104	-115,722	-173,541	-449,666	-449,666
CAP004	Operational Excellence	Procurement of joint performance system with OCC	Implementation of this proposal will ultimately deliver a much improved data capture and reporting system for the services to use and for the audiences to review (CEDR/members and our residents). This proposal will also enable shared working across CDC & OCC, expanding resilience across the areas, one version of the truth through reporting and an improved end to end process.	40,000		10,000	10,000	10,000	10,000
CAP024	Operational Excellence	Bodicote House Meeting Room Audio Visual Systems	There is a growing demand within the council to make use of audio & visual (AV) facilities within meeting rooms at Bodicote House. Historically, to provide additional capacity, a temporary projector has been used. In order to eliminate the inefficient temporary approach, the proposal is to install an AV system in a further 3 meeting rooms within Bodicote House.	4,000	2,000	2,000			
CAP025	Operational Excellence	Legacy Iworld System Migration	Following the replacement of the I World system used within our Revenues and Benefits service, there is a need to ensure that all the data is still accessible and can be interfaced with our new system. This project will ensure that can be completed.	12,000	12,000				
GRW014	Operational Excellence	Land Charges – Income Reduction	The current level of expected income was reduced to £262,000 in 2019-20. The forecast income for the 2019-20 year is £235,000. This uncertainty is expected to continue and therefore it is prudent to reduce the level of expected income to £250,000 for 2020-21. This is considered realistic given current forecasts and the proposed increase in fees and charges.	60,000	12,000	12,000	12,000	12,000	12,000
SAV001	Operational Excellence	Increasing licensing income	Increase in income from licensing activities	-100,000	-20,000	-20,000	-20,000	-20,000	-20,000

SAV002	Operational Excellence	Rationalised FM Operations	Cleaning and security service contracts for our properties have been renegotiated which have resulted in favourable rates, without a reduction in service or quality as part of the tendered specification. We continue to monitor the contracts using KPIs agreed as part of that specification, to assure quality and cost-efficiencies are maintained.	-841,435	-142,751	-174,671	-174,671	-174,671	-174,671
SAV004	Operational Excellence	Finance – Consultancy	The Finance team has previously had a budgetary requirement of £72k to fund the costs of consultancy across a number of projects, including the establishment of new companies, major capital schemes, closure of the accounts and system and process improvements. However, a change in approach and the completion of some of the projects reduces this requirement considerably to £10k	-310,000	-62,000	-62,000	-62,000	-62,000	-62,000
SAV006	Operational Excellence	Finance – Recruitment	The Finance team has previously had a budgetary requirement of £30k to fund the costs of recruitment. However now that the majority of posts have been filled the assumption is that normal levels of turnover will resume, and lower level of budgetary allocations will be needed reducing the requirement. It is suggested this be reduced to zero, with a focus on developing and growing the team locally. Should there be a requirement for recruitment costs this would be managed from the process of vacancy management, holding posts vacant for a sufficient period to cover the required recruitment costs.	-150,000	-30,000	-30,000	-30,000	-30,000	-30,000
SAV012	Operational Excellence	EDM Software	New Electronic Document Management system has resulted in savings	-60,000	-12,000	-12,000	-12,000	-12,000	-12,000
SAV016	Operational Excellence	Spiceball Management contract	Reduction in management costs to reflect year on year movements in the fee.	-140,000	-28,000	-28,000	-28,000	-28,000	-28,000
SAV017	Operational Excellence	Democratic Services – Review of Parish Charges	A full review of the recharges made for the proper administration of elections for Parish and Town Councils to ensure that we recover the appropriate level of costs.	-25,000	-5,000	-5,000	-5,000	-5,000	-5,000
SAV018	Operational Excellence	Democratic Services - Canvass reform	With the reform of the annual canvass arrangements it is anticipated this will reduce the administrative burden on Councils generally and CDC should see a reduction in the administrative burden on electoral registration.	-25,000	-5,000	-5,000	-5,000	-5,000	-5,000
SAV019	Operational Excellence	Legal Charges	The proposal is to (a) review legal spend, (b) establish a procedure through the Director of Law & Governance for authorisation of external legal spend, (c) consider in the first instance whether internal support can be utilised through the joint legal service and (d) review the legal charges as part of the framework contract.	-150,000	-30,000	-30,000	-30,000	-30,000	-30,000
SAV020	Operational Excellence	Increased income	It is anticipated that with the full implementation of the Growth Deal there will be an increase in development proposals within CDC's area and developers pay a for the legal support provided to facilitate those developments. This should result in increased income.	-400,000	-80,000	-80,000	-80,000	-80,000	-80,000
SAV024	Operational Excellence	Delete vacant Senior Estate and Valuation Officer	Following separation, the post is no longer required.	-310,115	-62,023	-62,023	-62,023	-62,023	-62,023
SAV025	Operational Excellence	Increasing car parking charges	This proposal is to increase car parking charges for the first time since 2011.	-1,560,000	-120,000	-295,000	-300,000	-400,000	-445,000
	Operational Excellence Total			-3,955,550	-570,774	-779,694	-786,694	-886,694	-931,694
GRW006	Response to Climate Emergency	Responding to Climate Emergency	Additional resource to ensure CDC responds to the Climate Emergency with pace and a structured programme management approach. This resource will enable CDC to recruit additional expertise and capacity to lead on this project. The intention is to create a shared team with Oxfordshire County Council to make the most of expertise, knowledge, efficiencies of scale and resilience of a larger team working across Cherwell and Oxfordshire. Working in this way will enable us to get the most value from the resource. This is addition to the work that is already ongoing within services.	250,000	50,000	50,000	50,000	50,000	50,000
S2S002	Response to climate Emergency	LED Lighting across corporate properties	Cherwell District Council has a wide and diverse property portfolio, these properties are generally of an age where traditional light fittings are used. To reduce energy consumption which will lead to a reduction in energy billing it is proposed to replace existing traditional fluorescent / filament lamps across the council's corporate portfolio to LED lamps with proximity sensors.	105,000	69,000	69,000	69,000	-51,000	-51,000
	Response to Climate Emergency Total			355,000	119,000	119,000	119,000	-1,000	-1,000
CAP006	Thriving Communities & Wellbeing	Community Centre - Works	Following condition surveys undertaken on our community centre buildings, it has been identified that a number of them now need full roof replacements to ensure that the buildings are water-tight and do not cause damage to internal structures. We have always repaired wherever possible to extend the life of these assets but have reached the stage where full replacements are necessary.	13,860	6,930	6,930			
GRW004	Thriving Communities & Wellbeing	Growth Deal – Affordable Housing "Top Up Funding"	To provide sufficient funding to deliver the Affordable Housing (AH) numbers specified in the Growth Deal (GD). This will be funded through S106 monies held to deliver Affordable Housing.	880,000	880,000				
GRW019	Thriving Communities & Wellbeing	Contribution to the Young People's Supported Housing Pathway (YPSHP)	This is CDC's proposed contribution to the Young People's Supported Housing Pathway being recommissioned by Oxfordshire County Council in partnership with the 5 district/city councils. New contracts will start on 1/10/20 and run for 5 years.	538,303	59,811	119,623	119,623	119,623	119,623

GRW026	Thriving Communities & Wellbeing	FAST programme – Wellbeing Service	Grant income that will have a corresponding expenditure not accounted for in 2019/2020. Part of a much larger grant from Sport England that will not yield an income directly to Cherwell District Council	79,560	26,520	26,520	26,520			
GRW028	Thriving Communities & Wellbeing	Social Prescribing	This additional contribution for the next 2 years is essential to continue our commitment to prevention and improving residents' wellbeing through a supported system of care navigators. This is a contracted out service supported by Cherwell, West Oxfordshire DC and OCCG underwritten by the Department of Health. From 2022/23 the whole budget is no longer required.	1,500	13,500	13,500	-8,500	-8,500	-8,500	
GRW029	Thriving Communities & Wellbeing	Spiceball Leisure Centre Contract Compensation	The Leisure Centre contract has provision for compensation payments due to the operator of Spiceball Leisure Centre should Cherwell change the context of the operation. The closure of the pedestrian footbridge to Spiceball Leisure Centre is essential during the completion of extension works to Castle Quay. It is anticipated that this will conclude at the end of the 2020/21 financial year and compensation will need to be paid against the agreed benchmark throughput. This amount will be set aside as part of the negotiations but only the amount required will be paid over.	330,000	330,000					
SAV007	Thriving Communities & Wellbeing	Cherwell Bond Scheme Revenue Budget	This a long-standing revenue budget that funds the setting up of new private rented sector tenancies for homeless households. The budget is used to set up deposit bonds which underwrite a tenancy i.e. no money is passed across to the landlord or tenant but the bond acts as a security for the landlord. The Bond is only paid out once the tenancy ends and only if there has been damage to the property beyond reasonable wear and tear. The £30,600 recurring budget has been underspent year on year and underspend carried in to a Bond Scheme reserve that now stands at £100k. This is enough to cover any costs incurred by the Scheme in to the medium to long term. As and when it is dissipated a growth bid will be submitted in the future.	-153,000	-30,600	-30,600	-30,600	-30,600	-30,600	
SAV008	Thriving Communities & Wellbeing	Potential saving from joint commissioning of contracts within communities and wellbeing	The proposal is to reduce spend on jointly commissioned contracts during 2020/21 and future years.	-111,339	-10,503	-25,209	-25,209	-25,209	-25,209	
SAV015	Thriving Communities & Wellbeing	Homelessness Support Grants	Owing to continued grant funding from central Government it is now possible to reduce Cherwell's contribution whilst maintaining the same services for those facing homelessness.	-40,000	-8,000	-8,000	-8,000	-8,000	-8,000	
SAV023	Thriving Communities & Wellbeing	Health Buses	Following a review of our vehicles that provide information and services around the District, we have been able to consolidate provision through a smaller number of vehicles but without reducing provision. This reduces the overall spend.	-55,000	-11,000	-11,000	-11,000	-11,000	-11,000	
SAV026	Thriving Communities & Wellbeing	Build Rental Income Increase	Increase rental income by 2%, and remove vacant FTE from salary budget	-425,000	-85,000	-85,000	-85,000	-85,000	-85,000	
	Thriving Communities & Wellbeing Total			1,058,884	1,171,658	6,764	-22,166	-48,686	-48,686	
	Grand Total			-2,235,407	1,086,863	-554,777	-672,401	-1,025,046	-1,070,046	

Appendix A – Budget Proposals - Capital

	Capital Bids				Spend Profile				
Reference	Strategic Priority	Project	Brief Description	Total Scheme Cost	2020/21	2021/22	2022/23	2023/24	2024/25
CAP017	Clean, Green and Safe	Vehicle Replacement Programme	Each year the Council has a replacement programme for its vehicles. As soon as a vehicle is purchased it is put on a replacement programme, often 7-10 years hence. The programme is regularly reviewed and changes are made due to a number of reasons such as condition of asset, change of activities, change in technology. The plan for 2020/21 is certain but the programme for future years are the best estimates based on known life of vehicles etc. We run the fleet on lowest whole life cost basis.	4,880,000	952,000	846,000	664,000	1,102,000	1,316,000
CAP018	Clean, Green and Safe	Commercial Waste Containers	The proposal is to supply commercial containers through existing framework agreements	100,000	25,000	25,000	25,000	25,000	
CAP028	Clean, Green and Safe	On Street Recycling container provision	To purchase around 60 more on street recycling bins. This will collect litter on one side of the bin and recycling (largely plastic bottles & cans) on the other. They will be located in places such as bus stops and to replace some freestanding litter bins	24,000	24,000				
CAP029	Clean, Green and Safe	Depot fuel system renewal	There are two fuel tanks – one at Highfield depot and one at Thorpe Lane. The fuel is dispensed via pumps which are becoming increasingly unreliable. The pumps at Thorpe Lane are very heavily used and the pumps are ten years old and need of replacement. Spare parts are becoming more difficult to source as the pumps are obsolete. The main pump at Highfield also needs replacement. The fuel system itself is also old, over ten years and better systems are on the market. The system needs replacing during 2020/21	50,000	50,000				
CAP030	Clean, Green and Safe	Horsefair Public Conveniences	Horsefair public conveniences is located in a main visitor area. Adjacent to Banbury Cross and the Fine Lady statue. The coach drop off point is nearby. The public conveniences are twenty years old and in need of a refresh and there are no alternative facilities nearby. The public conveniences will be refurbished to unisex cubicles and a disabled facility	150,000		150,000			
	Clean, Green and Safe Total			5,204,000	1,051,000	1,021,000	689,000	1,127,000	1,316,000
CAP031	District of Opportunity & Growth	Car Parking Action Plan Delivery	A new car parking strategy with an action plan is being developed. It is expected that the strategy & action plan will be approved by the Executive in early 2020. The action plan will aim to improve signage to and from the car parks. It will enhance facilities including signage and direction boards. More car parks will move over to pay on exit. In addition issues such as changing lighting over to LED lights to make the car even more safe but also energy efficient. The action plan will commence in 2020 and should be largely completed by early 2021/22	175,000	125,000	50,000			
CAP032	District of Opportunity & Growth	Street scene fencing, street furniture and railings	This project aims to ensure play areas, open spaces and areas on CDC land and areas where CDC is responsible are safe for children and other people. Work will include replacing fences, railings and other street furniture which is either in poor condition or needs replacing	60,000	12,000	12,000	12,000	12,000	12,000
	District of Opportunity & Growth Total			235,000	137,000	62,000	12,000	12,000	12,000
CAP002	Operational Excellence	Project Management for HR/Payroll System	The implementation of a new system is already underway with the first payroll due to be paid from it in March 2020. As a fully integrated system it is critical to retain a full system overview to ensure that further implementation is managed and supported appropriately. This is the role of the Project Manager who will be required to oversee the full integration process during 2020/21.	50,000	50,000				
CAP004	Operational Excellence	Procurement of joint performance system with OCC	Implementation of this proposal will ultimately deliver a much-improved data capture and reporting system for the services to use and for the audiences to review (CEDR/members and our residents). This proposal will also enable shared working across CDC & OCC, expanding resilience across the areas, one version of the truth through reporting and an improved end to end process.	65,000	65,000				
CAP024	Operational Excellence	Bodicote House Meeting Room Audio Visual Systems	There is a growing demand within the council to make use of audio & visual (AV) facilities within meeting rooms at Bodicote House. Historically, to provide additional capacity, a temporary projector has been used. In order to eliminate the inefficient temporary approach, the proposal is to install an AV system in a further 3 meeting rooms within Bodicote House.	10,000	10,000				
CAP025	Operational Excellence	Legacy Iworld System Migration	Following the replacement of the I World system used within our Revenues and Benefits service, there is a need to ensure that all the data is still accessible and can be interfaced with our new system. This project will ensure that can be completed.	100,000	100,000				

CAP026	Operational Excellence	CDC & OCC Technology Alignment	As the CDC and OCC partnership develops and as OCC progress their IT Transformation programme, opportunities may arise whereby CDC and OCC can align technology and processes to maximise efficiencies and improve services for staff. This project will drive forward the identification of potential opportunities, prioritise and implement those that will bring maximum benefit to the partnership.	100,000	100,000				
	Operational Excellence Total			325,000	325,000	0	0	0	0
CAP006	Thriving Communities & Wellbeing	Community Centre - Works	Following condition surveys undertaken on our community centre buildings, it has been identified that a number of them now need full roof replacements to ensure that the buildings are water-tight and do not cause damage to internal structures. We have always repaired wherever possible to extend the life of these assets but have reached the stage where full replacements are necessary.	385,000	195,000	190,000			
CAP019	Thriving Communities & Wellbeing	Build Team Essential Repairs and Improvements Capital Budget	This sum is to cover essential repairs and improvements to existing properties in the Build portfolio	160,000	160,000				
CAP020	Thriving Communities & Wellbeing	Creampot Crescent, Cropredy-repurchase contingency budget	1A Creampot Crescent, Cropredy is a three-bedroom shared ownership property developed on a Rural Exception Site. This attracts a lease condition that the purchaser can only staircase up to 80% of the overall value to ensure that the house stays as an affordable unit in perpetuity. Mortgage lenders require a guarantee that in the unlikely event they have to repossess the property the Council will purchase the property at full market value. This will require CDC to have a rolling capital budget to meet this requirement.	350,000	350,000				
CAP021	Thriving Communities & Wellbeing	Cooper School - Re-development/Refurbishment works of Male/Female Changing Rooms	The Capital Bid outlined below identifies the need for investment in the Male, Female and Disabled Changing Rooms and Toilet Facilities at The Cooper School Bicester to improve/upgrade these facilities. In terms of the proposed works the following are required (these are indicative costs only at this stage until more detailed proposals are provided).	40,000	40,000				
CAP022	Thriving Communities & Wellbeing	North Oxfordshire Academy – Upgrade of existing Facilities to meet 'Trackmark' accreditation	This will ensure that the facilities meet "Trackmark" accreditation and ensure that we are able to secure the ongoing revenue income that we received for use of the track facilities	60,000	60,000				
CAP033	Thriving Communities & Wellbeing	Burnehyll Community Woodland	Funding required to develop a community woodland, including archaeological surveys, public access footpath works, signage, gates, park furniture, and tree planting.	230,000	80,000	95,000	55,000		
	Thriving Communities & Wellbeing Total			1,225,000	885,000	285,000	55,000	0	0
	Grand Total			6,989,000	2,398,000	1,368,000	756,000	1,139,000	1,328,000