

Appendix 1

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Incremental Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW011	Best Council to work for	Finance "Growing Our Own"	The Finance Team are seeking to develop a business plan around developing and growing the team from within, building a strategy that is underpinned by bringing graduates and apprentices into the team at the beginning of their career aiming to see them develop through the team at the Council and on occasions into the wider local government community.	24,000	12,000	0	-12,000	0	0
GRW045	Best Council to work for	HR Apprentice	£11,875 (inclusive of on-costs) is requested to employ an HR apprentice.	23,750	11,875	0	-11,875	0	0
	Best Council to work for Total			47,750	23,875	0	-23,875	0	0
CAP028	Clean, Green and Safe	On Street Recycling container provision	The aim is 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). They will be located in places such as bus tops and to replace some freestanding litter bins	-10,000	-2,000	0	0	0	0
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	0	0	0	0
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, tired and there are no facilities near by. The public conveniences will be refurbished to unisex cubicles and a disabled facility	-25,000	-5,000	0	0	0	0
GRW013	Clean, Green and Safe	Waste Collection	The growth of the district means more properties being occupied. Each 4000 properties requires 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	100,000	0	170,000	0

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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 change 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 the Council is still favourable compared to most Councils	417,776	177,776	-117,776	0	0	0
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 bring 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	0	0	0	0
Clean, Green and Safe Total				1,312,776	208,776	-17,776	0	170,000	0
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 in early 2021/22	-75,000	0	-30,000	-15,000	45,000	0
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 so areas are safe for children and other people. Work will include replacing fences, railings and other street furniture which is either in poor condition or no longer safe	-5,000	-1,000	0	0	0	0

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Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW002	District of Opportunity & Growth	Growth Deal – Year 3 CDC Plan Resourcing	<p>Following the establishment of the CDC Growth Deal programme board a resourced Year 2 delivery plan was created and approved by CEDR. This growth proposal identifies the required resources to continue the programme through Year 3.</p> <p>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.</p>	972,047	336,978	-23,034	7,181	-321,125	0
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	-230,000	0	0	0
GRW021	District of Opportunity & Growth	Planning Policy Conservation Design	<p>Net cost for 20/21 for staff changes : Required for Planning Policy, Conservation & Design Business Case to achieve:</p> <ul style="list-style-type: none"> -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	-9,792	0	0	0
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	-75,000	-50,000	0	0
GRW036	District of Opportunity & Growth	Landscape architects	<p>The growth of the district means more and more planning applications are being received. The Landscape architects (1.5 FTE) comment of planning applications and inspect after developments are complete.</p> <p>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 are adversely affected due to lack of resource.</p> <p>The intention is to fill another post to deal with the growth in planning applications.</p>	100,000	20,000	0	0	0	0

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Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW038	District of Opportunity & Growth	Planning Fee income reduction	Negative growth bid to compensate for expected net reduction in planning fee income. Some saving from the introduction of DEF software (£22,500.00) taken into account.	512,500	102,500	0	0	0	0
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	0	0	0	0
SAV011	District of Opportunity & Growth	Miscellaneous	Small adjustments based on correction from previous years; including CQ1 consultancy	-457,595	-91,519	0	0	0	0
SAV028	District of Opportunity & Growth	Christmas Lights	Following discussions prompted by the capital bid of the same name, the town centres will be asked to accept capital and/or revenue responsibility for the provision of Christmas Lights, resulting in a corresponding revenue saving for the council.	-146,000	-29,200	0	0	0	0
	District of Opportunity & Growth Total			-936,491	252,104	-367,826	-57,819	-276,125	0
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 inputting and for the audiences 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	0	10,000	0	0	0
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	0	-2,000	0	0
CAP025	Operational Excellence	Legacy Iworld System Migration	The proposal is for the councils IT service to work with CSN resources and a third party specialist provider to migrate the data from the I World system into a supported, sustainable environment and develop an appropriate interface to enable access to the data.	12,000	12,000	-12,000	0	0	0

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Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
GRW014	Operational Excellence	Land Charges – Income Reduction	The current level of expected income was reduced to £262,000 in 19-20. 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	0	0	0	0
SAV001	Operational Excellence	Increasing licensing income	Increase in income from licensing activities	-100,000	-20,000	0	0	0	0
SAV002	Operational Excellence	Rationalised FM Operations	Cleaning and security service contracts for our properties have been renegotiated which have resulted in favourable rates but 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	-31,920	0	0	0
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, releasing £62k per annum. The remaining £10k would be held as a small contingency for the occasional exploratory opportunity where a specific project proposal as detailed below has not yet progressed to the stage required to submit a proposal.	-310,000	-62,000	0	0	0	0
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. This releases £40k.	-150,000	-30,000	0	0	0	0
SAV012	Operational Excellence	EDM Software	New Electronic Document Management system has resulted in savings	-60,000	-12,000	0	0	0	0
SAV016	Operational Excellence	Spiceball Management contract	Reduction in management costs to reflect year on year movements in the unitary fee.	-140,000	-28,000	0	0	0	0

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Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
SAV017	Operational Excellence	Democratic Services – Review of Parish Charges	A full review of parish charges should see an increase in income generation to the Elections team to ensure that we can continue with the proper administrations of elections for Parish and Town Councils.	-25,000	-5,000	0	0	0	0
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	0	0	0	0
SAV019	Operational Excellence	Legal Charges	The proposal is simply 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	0	0	0	0
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 premium rate for the legal support provided to facilitate those developments. (Hence the importance of savings proposal 1 to ensure where possible this work is kept in-house.) This should result in increased income.	-400,000	-80,000	0	0	0	0
SAV024	Operational Excellence	Delete vacant Senior Estate and Valuation Officer	Following separation, the post is no longer required.	-310,115	-62,023	0	0	0	0
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	-175,000	-5,000	-100,000	-45,000
	Operational Excellence Total			-3,955,550	-570,774	-208,920	-7,000	-100,000	-45,000
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.	250,000	50,000	0	0	0	0
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	0	0	-120,000	0

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Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
	Response to Climate Emergency Total			355,000	119,000	0	0	-120,000	0
CAP006	Thriving Communities & Wellbeing	Community Centre - Works	Many of the community centres have not received any major replacement works and after the property having had condition reviews undertaken by Gleeds it has been identified that many of the roofs are in a poor condition which is leading to significant damage to the internal elements of the building. Rustcote Arcade and Chasewell Grange have experienced persistent roof problems that need to be resolved. Generally the tenants liability does not extend to the structural parts of the buildings.	13,860	6,930	0	-6,930	0	0
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).	880,000	880,000	-880,000	0	0	0
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	59,812	0	0	0
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 to Cherwell District Council	79,560	26,520	0	0	-26,520	0
GRW028	Thriving Communities & Wellbeing	Social Prescribing	This additional contribution 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.	1,500	13,500	0	-22,000	0	0
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 2020/2021 financial year and compensation will need to be paid against the agreed benchmark throughput.	330,000	330,000	-330,000	0	0	0

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Reference	Strategic Priority	Project	Brief Description	Value over the period	2020/21	2021/22	2022/23	2023/24	2024/25
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	0	0	0	0
SAV008	Thriving Communities & Wellbeing	Potential saving from joint commissioning of debt and money advice	The proposal is to reduce the spend available for debt and money advice commissioning but without sacrificing the level of service and possibly enhancing it through the joint commissioning process. This could be done by taking out 10% from 1/11/20 or tapering the saving e.g. -5% in year 1, -10% in year 2 and -15% in year 3. This could be done on the basis of seeking funding bids from providers that demonstrate complementary funding will be attracted from other sources in order to maintain and invest in services i.e. that demonstrate the provider will lever in other funding.	-111,339	-10,503	-14,706	0	0	0
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	0	0	0	0
SAV022	Thriving Communities & Wellbeing	Reduce Banbury Museum Funding	Reduce the support to the Museum to reflect their ability to begin charging for events	-12,500	0	0	0	0	-12,500
SAV023	Thriving Communities & Wellbeing	Health Buses	Reduce the spend on the health buses by consolidating provision	-55,000	-11,000	0	0	0	0
SAV026	Thriving Communities & Wellbeing	Build Rental Income Increase	Increase rental income by 2%, remove vacant FTE from salary budget	-425,000	-85,000	0	0	0	0
	Thriving Communities & Wellbeing Total			1,046,384	1,171,658	-1,164,894	-28,930	-26,520	-12,500
	Grand Total			-2,130,131	1,204,639	-1,759,416	-117,624	-352,645	-57,500