



Outline Business Case

Classification: PUBLIC

Project Title	Pioneer Square Conveniences
Author	Michael Hewitt
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

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Document Control

Version	Date	Author	Reviewer	Changes
0.1	09/07/26	Michael Hewitt	Nalini Ramanah	

Approvals

Role	Name	Date
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Pioneer Square Conveniences
Project to be delivered by	Street Scene
Department/Service	Environmental Services

Strategic Fit

This proposal supports Cherwell District Council's Corporate Plan priorities of **Community Leadership** and **Economic Prosperity** by maintaining an essential public facility within Bicester town centre.

The Pioneer Square conveniences are located adjacent to Bicester's primary bus interchange and within easy walking distance of the town centre, library and key public services. They provide an important facility for residents, visitors, commuters and businesses, supporting accessibility and encouraging people to spend longer in the town centre.

Maintaining the conveniences contributes to a welcoming, inclusive and accessible town centre, particularly for older people, families with young children, disabled people and those with medical conditions. The proposal also supports the ambitions of the Bicester Area Priority Plan by maintaining infrastructure that underpins the vitality and attractiveness of the town centre.

Business Need

Service Activity	Maintain Pioneer Square conveniences
Category	Desired
Corporate Business Plan Priority	Community Leadership
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	Pioneer Square provides the only publicly managed convenience facilities serving this part of Bicester town centre. Their location adjacent to the bus station makes them an important piece of supporting infrastructure for visitors, shoppers, commuters and bus drivers. The introduction of Area Development Funding provides an opportunity to maintain the existing service until at least March 2027 while longer-term funding options are considered. Maintaining the facility will: • provide continued access to essential public conveniences for residents and visitors; • support the vitality of the town centre by encouraging longer visits; • improve accessibility for people who rely on public toilet provision; • maintain public confidence in the quality of Bicester town centre.

Impact on Service and implications of not undertaking the project	Without Area Development Funding, the public conveniences would close. Closure would reduce the availability of public facilities within Bicester town centre, particularly affecting older people, families, disabled people and those with health conditions. It would also reduce the attractiveness of the town centre for visitors and could lead to increased complaints, anti-social behaviour and reputational damage for the Council. Maintaining the service protects an existing community asset and supports the continued vitality of the town centre while longer-term funding arrangements are explored.
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Initial Options

Option 1 – Preferred Option

Continue operating the Pioneer Square public conveniences between **07:00 and 19:00** until March 2027 using Area Development Funding.

Advantages

- Maintains an important public service.
- Supports town centre footfall and visitor experience.
- Protects accessibility for all users.
- Avoids reputational damage and increased complaints.
- Can be delivered immediately through existing service arrangements.

Disadvantages

- Requires Area Development Funding during 2026/27.
- Longer-term funding will still need to be identified.

Option 2 – Close the public conveniences

Permanently close the facilities.

Advantages

- Removes ongoing operating costs.

Disadvantages

- Loss of an important public service.
- Reduced accessibility for residents and visitors.
- Increased complaints and reputational risk.
- Potential increase in anti-social behaviour.
- Negative impact on the attractiveness of the town centre.

Preferred Option

Option 1 is recommended as it maintains an essential public service, supports the local economy and provides the greatest overall benefit to residents, visitors and businesses.

Indicative Costs

The estimated cost of maintaining the service for the full 2026/27 financial year is approximately **£26,000**, based on the existing contract for daily servicing and cleaning.

This proposal represents good value for money by protecting an established public facility that supports the town centre economy and community wellbeing, while avoiding the wider social and reputational impacts associated with closure.

It is proposed that the full cost is met through Area Development Funding for 2026/27.

Revenue implications of project	
Please estimate any one-off revenue costs – <i>these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria</i>	£26,000
Please estimate any recurring revenue costs once the project is completed – <i>e.g. maintenance and repairs, business rates, staffing etc.</i>	£0
Is the project expected to increase income or reduce revenue expenditure over the medium-term financial period once completed?	No
If yes above, please provide an estimate and brief explanation of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£0
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount

Risks & Dependencies

Risk	Impact	Mitigation
Vandalism or misuse results in temporary closure	Reduced public access and increased repair costs	Existing charging system, automatic locking, regular inspections and prompt repairs.
Operating costs increase during the year	Budget pressure	Monitor expenditure through the existing contract and report any significant variations.
Future funding is not identified beyond March 2027	Risk of future closure	Use the funding period to consider longer-term service delivery and funding options.

Governance & Delivery

The project will be delivered through the Council's existing Street Scene service and managed within the current public conveniences contract.

Progress and expenditure will be monitored by the Area Lead, with updates provided through the Area Oversight Group and reported to Executive as required.

Next Steps

Summarise actions required to progress to the Full Business Case stage.

- Secure Executive approval for the allocation of Area Development Funding.
- Confirm the funding allocation for the full 2026/27 financial year.
- Continue delivery through the existing maintenance contract.
- Monitor expenditure and service performance throughout the funding period.
- Consider longer-term funding arrangements beyond March 2027.





Outline Business Case

Classification: PUBLIC

Project Title	Dangerfield Boardwalk Refurbishment
Author	Lily Rhodes – Bicester Assistant Area Lead
Date	23/07/2026
Version	Draft 0.1
Classification	PUBLIC

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Document Control

Version	Date	Author	Reviewer	Changes
0.1	23/07/2026	Lily Rhodes	Nalini Ramanah	

Approvals

Role	Name	Date
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Dangerfield Boardwalk Refurbishment
Project to be delivered by	CDC and Bicester Town Council
Department/Service	

Strategic Fit

The replacement of the Dangerfield Nature Reserve Boardwalk directly supports Cherwell District Council's Corporate Plan priorities of **Environmental Stewardship**, **Community Leadership** and **Healthy Communities** by protecting an important community asset and maintaining access to one of Bicester's key natural green spaces.

The boardwalk provides safe access through the nature reserve for residents, families, walkers, people with mobility needs and visitors throughout the year. Replacing the deteriorating structure will improve accessibility, protect biodiversity by directing visitor movement through sensitive habitats and provide a more resilient asset capable of withstanding future flooding events.

The proposal also supports the ambitions of the Bicester Area Priority Plan by investing in infrastructure that enhances community wellbeing, promotes active lifestyles and protects the quality of the natural environment for future generations.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Environmental Stewardship
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	The existing boardwalk at Dangerfield Nature Reserve has deteriorated due to age, exposure to flooding and ongoing maintenance requirements. Sections of the structure are now in poor condition, reducing accessibility and creating an increasing maintenance liability. The boardwalk forms an important access route through the nature reserve and is regularly used by local residents, families, walkers, dog walkers and visitors throughout the year. It enables people of all ages and abilities to enjoy one of Bicester's valued green spaces and provides opportunities for recreation, physical activity and connection with nature. This project will replace the existing boardwalk with a modern, durable and more flood-resilient structure, restoring safe year-round access to the nature reserve. The proposal will also improve accessibility through the inclusion of ramped access where appropriate, helping to ensure the site remains welcoming and inclusive for a wider range of users.

	The investment will protect an important community asset, improve the visitor experience and reduce the need for ongoing reactive maintenance, providing a more sustainable long-term solution.
Impact on Service and implications of not undertaking the project	Failure to replace the boardwalk will result in the continued deterioration of a key community asset, increasing maintenance costs and placing additional pressure on officer resources to manage safety risks. The current condition of the structure presents ongoing health and safety concerns and could ultimately require sections of the boardwalk to be closed, reducing public access to the nature reserve. Failure to invest now could also expose both Cherwell District Council and Bicester Town Council, as joint owners of the asset, to increased reputational risk and potential liability arising from accidents or injuries. Delaying replacement is also likely to increase future capital costs as the structure continues to deteriorate.

Initial Options

<i>Option</i>	<i>Advantages</i>	<i>Disadvantages</i>
Do nothing	No immediate capital expenditure.	Continued deterioration of the structure, increased maintenance costs, ongoing health and safety risks, reduced accessibility, reputational damage and potential closure of the boardwalk.
Bicester Town Council leads delivery	Builds on the Town Council's local knowledge and existing relationship with the community. Reflects joint ownership of the asset.	Limited officer capacity, reduced control over delivery timescales and expenditure, and increased risk of delay given the requirement to spend funding by March 2027.
Cherwell District Council Wellbeing Team leads delivery (Preferred Option)	Provides experienced project management, established procurement processes and greater control over programme, budget and delivery. Maximises confidence that the project can be delivered within the required funding timescales.	Requires allocation of officer resource to manage delivery.

Preferred Option

Option 3 is recommended as it provides the greatest confidence that the project can be delivered within the available budget and required timescales while achieving the intended community and environmental benefits.

Indicative Costs

The estimated capital cost of the project is up to **£60,000**, to be funded through Area Development Funding.

The proposal represents good value for money by replacing an ageing asset with a more durable and flood-resilient structure that is expected to reduce future maintenance requirements while maintaining public access to an important recreational and environmental asset.

Investing now also reduces the likelihood of more extensive and costly repairs or complete asset failure in future years.

Revenue implications of project	
Please estimate any one-off revenue costs – <i>these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria</i>	£0
Please estimate any recurring revenue costs once the project is completed – <i>e.g. maintenance and repairs, business rates, staffing etc.</i>	£0
Is the project expected to increase income or reduce revenue expenditure over the medium-term financial period once completed?	No
If yes above, please provide an estimate and brief explanation of the expected revenue benefit below	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£60,000
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
Area Development Funds	£60,000

Risks & Dependencies

Identify significant risks and dependencies at this stage.

Risk	Impact	Mitigation
Procurement delays affect delivery before March 2027.	Funding may not be spent within programme timescales.	Prepare specification early and commence procurement immediately following approval.
Adverse weather or flooding delays construction.	Programme delay	Programme works during suitable weather where possible and allow contingency within the project programme.
Construction costs exceed estimate.	Budget pressure.	Obtain competitive quotations and monitor costs throughout delivery.
Environmental constraints or ecological requirements delay works.	Delay to programme.	Complete any required ecological assessments early and programme works appropriately.

Governance & Delivery

The project will be delivered by Cherwell District Council's Wellbeing Team, working closely with Bicester Town Council as joint owners of the asset.

The Project Manager will oversee procurement, programme management and delivery, with progress monitored through the Area Oversight Group and regular updates provided to the Area Lead.

Following completion, responsibility for future maintenance will remain with the asset owners under existing arrangements.

Next Steps

- Secure Executive approval for the allocation of Area Development Funding.
- Finalise the project specification and detailed design.
- Complete any required ecological and site assessments.

- Procure a contractor in accordance with the Council's procurement procedures.
- Deliver the replacement boardwalk and undertake final inspection and handover.
- Monitor project completion against budget and programme.









Outline Business Case

Classification: PUBLIC

Project Title	Langford Village Park; amenities and environment
Author	Michael Hewitt, Bicester Area Economic Growth Officer
Date	20/07/2026
Version	Draft 0.1
Classification	PUBLIC

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0.1	20/07/2026	Michael Hewitt	Nalini Ramanah	

Approvals

Role	Name	Date
Head of Regen & Growth	Peter Sharp	27/07/2026

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place and Regeneration
Project Name (for the public domain)	Langford Village Park; amenities and environment
Project to be delivered by	Bicester Town Council
Department/Service	

Strategic Fit

Explain how the project aligns with corporate priorities and strategic objectives.

This proposal supports Cherwell District Council's Corporate Plan priority of **Environmental Stewardship** by improving the quality, accessibility and resilience of an important community green space.

Langford Village Park is a well-used local park that provides opportunities for recreation, physical activity and community interaction for residents of all ages. Investment in the park will improve accessibility, enhance the visitor experience and help ensure the park continues to meet the needs of the growing local community.

The proposal also supports the ambitions of the Bicester Area Priority Plan by investing in community infrastructure that promotes healthier lifestyles, encourages greater use of green spaces and protects valued public assets for future generations.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Environmental Stewardship
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	Langford Village Park is an important community asset serving the residents of Langford Village and the surrounding area. The park provides open space for recreation, walking, informal play and community activity, making an important contribution to residents' health and wellbeing. Over time, key elements of the park's infrastructure have deteriorated. Informal pathways are regularly affected by flooding, reducing accessibility during periods of wet weather and causing damage to surrounding grassed areas. Existing seating has also reached the end of its useful life and no longer meets the needs of park users. This project will improve accessibility by replacing the existing grass pathway with a durable gravel path and renewing seating throughout the park. The investment will create a safer, more accessible and welcoming environment while protecting the long-term condition of the park and reducing the need for ongoing reactive maintenance.

Impact on Service and implications of not undertaking the project	Without investment, the condition of the park will continue to deteriorate, reducing accessibility and limiting enjoyment of an important community green space. The existing pathway will remain susceptible to flooding and erosion, creating barriers for residents wishing to access the park throughout the year and increasing maintenance requirements. The continued deterioration of seating and other park infrastructure will also reduce the overall quality of the visitor experience. Delaying investment is likely to increase future maintenance costs and result in more significant capital expenditure being required as the condition of the park continues to decline.
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Initial Options

List the options considered, including the 'Do Nothing' option, and provide a brief rationale.

Option	Advantages	Disadvantages
Option 1 – Do Nothing	No immediate capital expenditure.	Continued deterioration of the park, poor accessibility during wet weather, increasing maintenance costs and reduced visitor experience.
Option 2 – Deliver partial improvements	Lower initial capital cost.	Does not address all priority issues, limiting the overall benefits and reducing value for money. Further investment likely to be required.
Option 3 – Deliver the full programme of improvements (Preferred Option)	Improves accessibility, renews key infrastructure, enhances the visitor experience and provides a more sustainable long-term solution.	Requires capital investment and project management resources.

Indicative Costs

Provide estimated costs and key assumptions. Include any early funding considerations.

The estimated cost of the proposed improvements is **up to £100,000**, funded through Area Development Funding, alongside contributions from Bicester Town Council where agreed.

The investment represents good value for money by improving accessibility, renewing ageing infrastructure and protecting an important community asset. Delivering the improvements as a single coordinated project will also reduce the need for future reactive maintenance and avoid higher replacement costs arising from continued deterioration.

Revenue implications of project	
Please estimate any one-off revenue costs – <i>these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria</i>	£0
Please estimate any recurring revenue costs once the project is completed – <i>e.g. maintenance and repairs, business rates, staffing etc.</i>	£0
Is the project expected to increase income or reduce revenue expenditure over the medium-term financial period once completed?	No
If yes above, please provide an estimate and brief explanation of the expected revenue benefit below	
There are no ongoing cost implications for Cherwell district Council. Maintenance etc. will remain the responsibility of Bicester Town Council	

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£100,000
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	N

Capital funding identified (not already allocated to another project in the capital programme)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
Grant	Up to £100,000

Risks & Dependencies

Identify significant risks and dependencies at this stage.

Risk	Impact	Mitigation
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Final project costs exceed the available budget.	Scope of works may need to be reduced.	Finalise detailed costs before procurement and prioritise essential improvements.
Adverse weather delays construction.	Delay to programme.	Programme works during suitable weather and build contingency into the delivery programme.
Match funding or contributions are not confirmed.	Delay to delivery or reduction in project scope.	Confirm funding commitments before commencing procurement.
Ground conditions or drainage issues are more extensive than anticipated.	Increased costs and programme delays.	Undertake appropriate site investigations and refine designs before construction.

Governance & Delivery

Outline the proposed governance structure and delivery approach.

Bicester Town Council will lead the delivery of the project, working in partnership with Cherwell District Council.

A funding agreement will set out the responsibilities of each organisation, including project governance, financial management, reporting requirements and monitoring arrangements. Progress will be monitored through agreed project milestones, with regular updates provided to Cherwell District Council throughout delivery.

Next Steps

Summarise actions required to progress to the Full Business Case stage.

- Secure Executive approval for the allocation of Area Development Funding.
- Confirm the scope of works and funding contributions with Bicester Town Council.
- Finalise detailed designs and project costs.
- Enter into a funding agreement between Cherwell District Council and Bicester Town Council.
- Procure the required works and commence delivery.
- Monitor progress, expenditure and project completion against the agreed programme.













