



Outline Business Case

Classification: PUBLIC

Ensure personal or sensitive data is redacted before publication.

Project Title	PR7a Sports Pitches and Pavilion Design
Author	Tom Darlington, Kidlington Area Lead Officer
Date	24/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	24/07/26	T Darlington	P Sharp	

Approvals

Role	Name	Date

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place and Regeneration
Project Name (for the public domain)	PR7a Sports Pitch and Pavilion Design
Project to be delivered by	CDC
Department/Service	Regeneration & Growth

Strategic Fit

This project aligns with the quality housing and placemaking, and community leadership corporate priorities under the ‘deliver sustainable and strategic development that meets Cherwell’s needs now, and in the future’ and ‘strengthen community collaboration and resilience’ respective sub-headings.

The project responds to independent evidence of need (from Cherwell’s Sports Studies), and the needs of local stakeholders through securing planning consent for an agreed design of new facilities in the Gosford and Water Eaton Parish near Kidlington. The facility will enable the future sporting needs of the growing population in the area to be met, and the Parish Council to secure a new office.

Furthermore, through stakeholder engagement, it enables the Council to retain the prospect of an external investment in the facility of c.£300K from the Oxfordshire Football Association, and puts the Council in a strong position to secure up to 60% grant funding of a new 3G artificial all-weather pitch via the Football Foundation.

The project aligns with the sports and wellbeing cluster ‘catalyst’ project recommendation of the stage 2 Kidlington Spatial Study report.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Amber
Purpose of the Project	To secure Reserve Matters planning consent for an agreed design for the sports pitches and community pavilion to be constructed at PR7a, to enable the land to be offered to CDC (or an approved body) prior to 50% occupation under the terms of the associated S106 agreement. Outline planning consent has already been granted under 22/00747/OUT (Land at Bicester Rd) for 370 homes. The developer (Vistry) is on site, but no occupations have been recorded to date. The transfer of the land will be accompanied by a ‘Community Hall Contribution’ of £423,033.32 to be utilised when constructing the community

	pavilion, and a £110,000 'Sports Pitch Contribution' to be put towards the construction of the pitches, and a £50,000 sports pitch maintenance contribution. (Further S106 funds will be available to support the construction phase of this project once trigger points have been reached across the other PR sites.) Consultants have already been appointed to engage with stakeholders and draw up indicative options for the sports land at PR7a. Key stakeholders include Gosford and Water Eaton Parish Council who wish to see part of the pavilion building become their new Parish offices. The Oxfordshire FA are also interested in the facility becoming their new offices, and have a potential capital contribution of £300K to support the inclusion of their requirements. Should the Oxfordshire FA secure their inclusion at the facility, this would support a grant application to the Football Foundation for up to 60% of a 3G all-weather artificial pitch to be located at the site (and included within the designs). The consultants continue to draw up indicative options, however will not apply for planning permission under the current commission.
Impact on Service and implications of not undertaking the project	Impact on service: The project will ensure that planning permission is secured efficiently under the existing Outline consent, and that the land will be offered for transfer prior to 50% occupations. It will secure stakeholder support, particularly from Gosford and Water Eaton Parish Council and the Oxfordshire Football Association. The design will demonstrate publicly that new facilities are being prepared and planned in the area. Implications of not undertaking the project:

	The land will not be offered for transfer at 50% occupations, and may not be offered at all. Further expense will be incurred should the Council be required to submit a 'Full' application rather than 'piggy-back' on the existing Outline application through a Reserve Matters application.
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Initial Options

Option 1 - Do Nothing – This risks the transfer of land required to meet the future sporting needs of residents in the Kidlington area. It also risks losing external investment in a public facility.

Rationale: This option is not recommended as it creates risk and uncertainty over the provision of future formal sporting facilities.

Option 2 – Do the Minimum – This would involve securing planning permission for a basic / functional changing pavilion and grass pitches at PR7a.

Rationale: This option wouldn't prioritise the needs of stakeholders, and would instead support a basic design that ensures the lowest future capital cost. The cost of securing planning permission through this project would likely remain the same.

Option 3 – Secure planning consent for a design fit for purpose in meeting future needs.

Rationale: This option is recommended as it ensures maximum 'buy-in' from stakeholders whilst retaining a cost efficient design.

Preferred Option: Option 3 is recommended as the preferred option.

Indicative Costs

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>	£33,000

Please estimate any recurring revenue costs once the project is completed – e.g. <i>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
Project costs exceed budget estimates.	Reduced scope of works or funding shortfall.	Develop detailed cost estimates, undertake competitive procurement, and include appropriate contingency allowances.
Contractor availability and procurement delays.	Delay in securing planning consent.	Consider a direct award utilising the existing consultants who have already provided a quote for the work.
Unexpected site conditions or drainage issues identified during design and delivery.	Additional costs and programme delays.	Undertake site investigations and surveys during project development to inform detailed design.

A significant lag between securing planning consent and the delivery of the facility.	Extend planning consent as required.	Review the plan annually with stakeholders to ensure it remains fit for purpose.
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Governance & Delivery

The project will be led by the Regeneration and Growth team with support from the Wellbeing service. The project will be governed in-line with CDC project management guidelines, ensuring regular updates and scrutiny.

Next Steps

Subject to approval of this Outline Business Case, the following actions will be undertaken to progress the project:

- Develop a full scope for the commission
- Add the construction phase of the project to the capital programme as a future project
- Determine best procurement route
- Consult with the Facilities team on emerging design options
- Update the Area Oversight Group
- Explore a business case for forward funding the construction phase



Outline Business Case

Classification: PUBLIC

Ensure personal or sensitive data is redacted before publication.

Project Title	Yarnton Green Spaces Improvements – Rutten Lane.
Author	Jon Clark, Kidlington Assistant Area Lead Officer
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
1.0	27/07/2026	J Clark	T Darlington	

Approvals

Role	Name	Date
Head of Regeneration & Growth	Peter Sharp	03/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place & Regeneration
Project Name (for the public domain)	Yarnton Green Spaces Improvements – Rutten Lane
Project to be delivered by	CDC
Department/Service	Regeneration & Growth supported by Wellbeing

Strategic Fit

This project supports the priorities and strategic objectives of Cherwell District Council by delivering improvements that promote healthier, more active and connected communities. The proposals respond to the recommendations of a recent CDC commissioned Green Spaces Review, which identified Rutten Lane Park as a key community asset requiring investment to address ageing facilities, accessibility challenges and increasing demand.

The project will introduce a new Multi-Use Games Area (MUGA) play facility, encouraging greater participation in physical activity and outdoor recreation for children, young people and families, and allow Yarnton netball club to grow. By enhancing access to safe, attractive spaces, the scheme will contribute to improved health and wellbeing outcomes and support opportunities for social interaction and community cohesion.

The project also aligns with the Council's objectives for environmental enhancement and sustainable place-making by investing in existing community infrastructure and ensuring that green spaces remain fit for purpose. With planned housing growth expected to increase demand for outdoor recreation, the scheme will help ensure that local provision keeps pace with population growth and continues to meet the needs of both existing and future residents.

Overall, the project supports Cherwell District Council's priorities of creating healthy and thriving communities, improving wellbeing, encouraging active lifestyles, enhancing the natural environment, and delivering sustainable growth through investment in high-quality community assets.

The project also aligns with one of the recommended 'catalyst' projects (Strategic, accessible open space) from the Kidlington Spatial Study report produced by Arup on behalf of the Oxford Growth Commission.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Amber

Purpose of the Project	Earlier this year, Cherwell District Council commissioned a review of the recreation grounds across the Kidlington area. The review assessed the quantity, quality and accessibility of existing provision and identified a series of priority improvements to support physical activity, access to nature and health. The review identified Rutten Lane Park as an important and well-used community asset but found a number of issues that are limiting its effectiveness, including ageing infrastructure, accessibility constraints, poor drainage, inadequate supporting facilities that encourage wider community use. The review also highlighted that Yarnton has a relatively limited amount of publicly accessible green space for a settlement of its size, resulting in significant pressure on existing facilities. This project will deliver priority improvements to the infrastructure at the site, creating safer, more modern, accessible and inclusive facilities for children, young people and families. The investment will improve play value, encourage greater participation in activity, enhance user experience and ensure the sites continue to meet the needs of a growing population. The project will utilise £47,281 of play enhancement S106 funds from 20/01561/OUT. Given the age and condition of the existing MUGA, this presents a valuable opportunity to improve the facility while also addressing increasing demand within the area. Both local Members and the netball club have identified a growing need for additional recreational space to support current users and accommodate future growth. The proposed investment would therefore deliver significant community benefit by enhancing the quality, capacity, and accessibility of local recreation facilities.
Impact on Service and implications of not undertaking the project	<u>Impact on service:</u> The project will improve the quality, accessibility and capacity of Yarnton's key recreational assets, enabling them to better support community wellbeing, active lifestyles and social interaction.

	Enhanced MUGA facilities will increase opportunities for recreation and physical activity and contribute to improved health outcomes for residents. The scheme will also help ensure that the Parish Council can continue to provide high-quality, fit-for-purpose community facilities that meet current and future demand. It will also directly support CDC activities led by the Wellbeing service. <u>Implications of not undertaking the project:</u> Without investment, the condition and suitability of existing facilities will continue to deteriorate, reducing their attractiveness, usability and potential community benefit. Existing accessibility challenges and infrastructure deficiencies will remain unresolved, limiting opportunities for some residents to fully access and enjoy the sites. As housing growth continues across the area, pressure on existing recreation spaces will increase, further exposing current shortcomings and creating a risk that facilities will no longer adequately meet community needs. Failure to act would represent a missed opportunity to deliver the recommendations of the Green Space Review, improve health and wellbeing outcomes, and ensure Yarnton's green spaces remain safe, inclusive and resilient community assets for future generations.
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Initial Options

Option 1 - Do Nothing - Continue to operate the existing MUGA and associated infrastructure with only routine maintenance.

Rationale: This option would require no capital investment in the short term. However, it would not address the ageing condition of the existing MUGA, accessibility limitations, increasing maintenance requirements or growing demand for recreation facilities identified through the Green Spaces Review. The opportunity to utilise available Section 106 funding would also be missed.

Option 2 - Minor Refurbishment - Undertake limited maintenance to the existing MUGA, including minor improvements to surfacing, fencing and lighting.

Rationale: This option would extend the life of the existing facility and improve its condition in the short term at a lower cost than full replacement. However, it would not fully address the underlying issues associated with the need to increase capacity and quality to meet future demand.

Option 3 – New MUGA recreation facility (Preferred Option) - Build a MUGA with a modern, fit-for-purpose facility.

Rationale: This option delivers the recommendations identified through the Green Space Review and provides the greatest long-term community benefit. It will create a safer, more accessible and durable recreational facility capable of supporting increased participation in physical activity and meeting the needs of existing and future residents. It also provides the best opportunity to maximise the use of available Section 106 funding and demonstrates collaborative working across both Regeneration & Growth and Wellbeing services.

Preferred Option: Option 3 is recommended as the preferred option as it best meets the project objectives, delivers the greatest strategic and community benefits, and provides the most sustainable long-term investment.

Indicative Costs

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>	
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.)	£157,281
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 (September 2026)	£110,000
Funding from existing S106 contributions for off-site play facility enhancements	£47,281

Risks & Dependencies

Risk	Impact	Mitigation
Project costs exceed budget estimates.	Reduced scope of works or funding shortfall.	Develop detailed cost estimates, undertake competitive procurement, and include appropriate contingency allowances.
Planning, landowner or statutory approvals required.	Delays to project delivery programme.	Engage with relevant stakeholders and statutory bodies early and secure approvals before construction commences.
Contractor availability and procurement delays.	Delayed implementation of improvements.	Develop a clear procurement programme and undertake early engagement where appropriate.
Unexpected site conditions or drainage issues identified during design and delivery.	Additional costs and programme delays.	Undertake site investigations and surveys during project development to inform detailed design.
Increased demand following completion places pressure on facilities.	Higher maintenance requirements and operational costs.	Ensure facilities are designed for durability and establish appropriate maintenance and asset management plans.

Future maintenance funding constraints.	Risk of deterioration in facility quality over time.	Agree long-term maintenance responsibilities and incorporate costs into future budget planning.
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Governance & Delivery

The project will be delivered through a partnership between Cherwell District Council and Yarnton Parish Council.

Cherwell District Council will provide overall project oversight, ensuring alignment with the recommendations of the recent Green Spaces Review and wider strategic objectives. Yarnton Parish Council, as owner and operator of the facilities, will be responsible for the long-term management of the completed assets. (Which are expected to be c.£3,420 per annum for Sinking and Maintenance fund for a new MUGA)

Project governance will include:

- Strategic oversight by Cherwell District Council Regeneration & Growth and Wellbeing services.
- Project management led by the appointed delivery team.
- Regular progress monitoring against programme, budget and agreed outcomes.
- Stakeholder engagement with residents, users and community groups throughout the project lifecycle.
- Procurement and contract management in accordance with Council procedures.
- Post-completion review to assess delivery against intended outputs and outcomes.

Next Steps

Subject to approval of this Outline Business Case, the following actions will be undertaken to progress the project:

1. Confirm the preferred scope of works in consultation with Yarnton Parish Council, local Members and key stakeholders.
2. Develop outline designs and technical specifications for the proposed MUGA improvements.
3. Undertake any required site investigations, surveys and drainage assessments to inform the detailed design.

4. Obtain updated cost estimates and test affordability against available Section 106 funding and other potential funding sources.
5. Confirm project governance arrangements, delivery responsibilities and long-term maintenance commitments, including agreement with Yarnton Parish Council regarding future asset management.
6. Prepare a detailed procurement strategy and delivery programme.
7. Complete a Full Business Case, including a detailed financial appraisal, risk assessment and project plan.
8. Seek the necessary approvals to release funding and proceed to procurement and delivery.



Outline Business Case

Classification: PUBLIC

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Project Title	Town Centre Improvements (Kidlington)
Author	Alex Lui, Economic Growth Officer
Date	20.07.2026
Version	0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	20.07.2026	Alex Lui	Tom Darlington	

Approvals

Role	Name	Date
Head of Regeneration & Growth	Peter Sharp	03/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place & Regeneration / Executive Director – Neighbourhood Services
Project Name (for the public domain)	Town Centre Improvements (Kidlington)
Project to be delivered by	Alex Lui
Department/Service	Regeneration & Growth Team

Strategic Fit

The project supports Cherwell District Council's Corporate Plan 2025–26 by creating a more attractive, accessible and vibrant town centre through targeted public realm improvements. These enhancements will help establish a stronger sense of place and civic pride, create safer and more welcoming public spaces, and encourage people to spend more time in the town centre. This aligns with the Council's objectives to create **vibrant economic centres, strengthen communities and deliver high-quality place-making**.

The project will introduce greening initiatives, including new planters and landscaping, to **enhance the appearance and environmental quality of the town centre**. Combined with improvements to public spaces, this will **help create safer, more welcoming and attractive areas** where people can spend time, socialise and be active, supporting health and wellbeing. Increased dwell time and footfall will also help support local businesses and **encourage future investment in the town centre deliver sustainable and strategic development**

Business Need

Service Activity	Economic Growth
Category	Desired
Corporate Business Plan Priority	Economic Prosperity
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	The project acts as a coordinated place-shaping approach to improve Kidlington town centre. It responds to priorities identified within the Kidlington Public Realm Strategy Framework (published in November 2024) and the 'catalyst' project identified in the Stage 2 Kidlington Spatial Study report produced by Arup on behalf of the Oxford Growth Commission, as well as expected priorities from the Cherwell High Streets & Visitor Economy Strategy (due to be published in Winter 2026). It aims to address prominent issues including street furniture clutter, lack of a central focal

	point, limited wayfinding, underutilised units and the need for a stronger town centre identity.
Impact on Service and implications of not undertaking the project	If the project is not undertaken, existing town centre issues are likely to remain or worsen. This may result in missed opportunities to increase local spending and dwell time, support business growth and attract investment. Over time, this could contribute to a decline in retail, leisure and community activity within the town centre, reducing its attractiveness, vitality and sense of pride in place. The absence of early feasibility and regeneration work may also delay future investment opportunities and limit the Council's ability to secure external funding for larger-scale improvements.

Initial Options

Options	Primary Focus	Output	Risks / Limitations	Indicative Outcome
1	Kidlington high street as an inviting focal point	- Remove redundant signs and furniture - Public realm seating and greening initiatives - Improve key gateway entrance	- Limited geographical impact - Doesn't fully address wider town centre issues - Less focus on economic activation	Cleaner, more attractive welcoming town centre environment core areas with improved first impressions.
2	Unlocking opportunities on the high street	- Pop-up and meanwhile use programme - Vacant unit activation - Visitor economy initiatives - Business engagement - Enhanced wayfinding	- Relies on landlord and business participation - Less visible physical change	More active town centre, increased occupancy and business engagement

3	Establish evidence for future Kidlington town centre renewal	• Feasibility studies • Strategic site reviews • Land investigations • CPO investigations • GIS layers to build a portrait of high street ownership	• Limited short-term physical benefits • Longer-term outcomes	Clear regeneration strategy and pipeline of future projects
4 (Preferred)	Combination of options 1, 2 & 3	• Public realm improvements • Decluttering programme • Gateway enhancements • Pop-up and meanwhile uses • Regeneration feasibility studies • Feasibility into future town centre renewal	• Most resource intensive • Requires phased delivery	A stronger, more resilient town centre capable of attracting investment and retaining more local spend
5	No intervention	• No capital expenditure required • No delivery risk	• Continued decline of local and visitor economy spend, reducing town centre vitality, resilience and ability to retain businesses. • Continued visual clutter, redundant infrastructure and weak gateway entrances, resulting in poor first impressions. • Reduced competitiveness compared with neighbouring centres and destination. • Lower confidence amongst businesses, potentially discouraging future investment. • Greater difficulty in supporting long-term town centre renewal and regeneration ambitions.	Gradual decline in attractiveness, reduced ability to capture growth opportunities, and increased future intervention costs

Indicative Costs

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>	£30,000
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.)	N/A
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 £
N/A	N/A

Risks & Dependencies

Risk	Impact	Mitigation
Funding availability is insufficient	Reduced scope, delayed delivery, or inability to progress all project elements.	Phase delivery and prioritise high-impact interventions

Difficulty securing participation from property owners	Limits delivery of pop-up uses and vacant unit activation.	Focus initially on willing participants and demonstrate benefits through pilot projects already completed in Oxfordshire, led by the current Economic Growth Officer prior to their appointment
Public realm improvements fail to generate expected footfall increases	Economic benefits may be lower than anticipated.	Combine physical improvements with activation, events and marketing initiatives.
Planning, legal or land ownership constraints	Delays feasibility work and future regeneration opportunities.	Early site investigations and legal due diligence to identify barriers.
Delivery capacity and resource constraints	Project delivery delays and reduced programme effectiveness.	Establish clear governance and allocate sufficient project management resources.
Wayfinding and public realm improvements become outdated over time	Reduced long-term effectiveness and visitor impact.	Ensure designs are flexible, durable and aligned with future town centre plans.
Disruption during implementation	Temporary impacts on businesses, visitors and residents.	Phase works carefully and maintain communication with affected stakeholders.

Governance & Delivery

The project will be led by Cherwell District Council's Regeneration & Growth team who will provide strategic oversight, support engagement activity and ensure alignment with local priorities and objectives.

Next Steps

Stage	Action
1. Establish Governance and Set Baseline	Form a Town Centre Steering Group comprising key stakeholders, landowners, councillors and public sector partners to provide oversight, coordinate delivery and

	prioritise interventions, using the strategies as a framework for delivery recommendations.
2. Commission and Procure Required Support	Direct award or tender specialist consultancy support to undertake public realm, wayfinding, activation and regeneration studies, while confirming procurement routes for future project delivery.
3. Implement Deliverables	Prepare feasibility assessments, implementation plans, gateway improvements, public realm enhancements and High Street initiatives.
4. Consolidate findings	Recommendations for future phases

Outline Business Case

Classification: PUBLIC

Ensure personal or sensitive data is redacted before publication.

Project Title	A4260 Corridor Study (Kidlington Roundabout – Langford Lane)
Author	Jon Clark, Kidlington Assistant Area Lead Officer
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	27/07/2026	J Clark	T Darlington	

Approvals

Role	Name	Date
Head of Regeneration & Growth	Peter Sharp	03/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Place & Regeneration
Project Name (for the public domain)	A4260 Corridor Study (Kidlington Roundabout – Langford Lane)
Project to be delivered by	OCC
Department/Service	Regeneration & Growth

Strategic Fit

The A4260 Oxford Road/Banbury Road Corridor Study supports Cherwell District Council's corporate priorities by promoting sustainable growth, improving connectivity, supporting environmental sustainability, and creating healthy and attractive places for people to live, work and visit.

The project directly supports the aspirations of the Kidlington Framework Masterplan SPD (2016) by exploring opportunities to transform a vehicle-dominated corridor into a more balanced and people-focused environment. Through the promotion of active travel, public transport, improved public realm and placemaking, the project aligns with local and countywide objectives to reduce car dependency, encourage sustainable travel choices and improve accessibility for all users.

The study will provide an evidence-based framework to support future infrastructure investment, ensuring that transport and public realm improvements keep pace with housing and population growth. It will also strengthen partnership, working with Oxfordshire County Council and other key stakeholders, positioning Kidlington to secure future funding and investment opportunities that contribute to long-term economic, social and environmental benefits.

The project also aligns with one of the 'catalyst' project (Kidlington Town Centre improvements) recommendations from the Kidlington Spatial Study report produced by Arup under commission from the Oxford Growth Commission.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	The purpose of the project is to commission a high-level corridor study for the A4260 Oxford Road/Banbury Road from Langford Lane to the Kidlington roundabout, building upon the vision and recommendations established within the Kidlington Framework Masterplan SPD (2016). The study will review the corridor's existing function and explore opportunities to create a more

	attractive, accessible and sustainable environment that better supports walking, cycling, public transport, local businesses and community life. It will assess options to improve pedestrian and cycle infrastructure, public realm, bus priority measures, landscaping, street lighting and placemaking features along this key gateway route. The project will develop a refreshed vision for the corridor and produce a suite of deliverable options that can inform future investment decisions, support funding bids and facilitate discussions with Oxfordshire County Council, transport operators and other delivery partners. Ultimately, the project seeks to ensure that the A4260 evolves in a way that supports sustainable growth, improves connectivity and enhances the overall character and identity of Kidlington. There will be a particular focus on how the High Street & Exeter Hall area interacts with the corridor. The project aligns with work already commissioned by OCC on the A4165 corridor from the Kidlington roundabout to the Cutteslowe roundabout.
Impact on Service and implications of not undertaking the project	<u>Impact on service:</u> The project will provide a strategic evidence base to support future transport, infrastructure and placemaking decisions relating to one of Kidlington's most important transport corridors. It will help inform future policy development, funding applications and partnership discussions, ensuring that transport infrastructure investment is aligned with wider growth and regeneration ambitions. The study will support officers in identifying potential opportunities for sustainable transport improvements and public realm enhancements, helping to create a clearer long-term vision for the corridor. It will also strengthen collaboration with Oxfordshire County Council and other stakeholders, supporting a

	coordinated approach to transport planning and infrastructure delivery. <u>Implications of not undertaking the project:</u> Without this study, the Council will lack an updated and evidence-based understanding of the opportunities available to improve the A4260 corridor and deliver the ambitions set out within the Kidlington Framework Masterplan SPD. Which could result in: • Missed opportunities to secure future transport and infrastructure funding. • Limited ability to influence future transport investment priorities within Kidlington. • Continued dominance of vehicle movement at the expense of walking, cycling and public transport. • Reduced ability to integrate transport improvements with planned housing growth and development. • A lack of strategic direction for future corridor improvements and placemaking initiatives. • Missed opportunities to improve the appearance, accessibility and overall quality of the main gateway into Kidlington. • Increased pressure on existing transport infrastructure as the local population continues to grow. The project would likely be commissioned in the future, but the opportunity to bring this work forward with OCC is timely given wider work looking at the area and the future of the High Street.
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Initial Options

Option 1 - Do Nothing - Continue to rely on existing evidence, planning policy and transport studies without commissioning a dedicated feasibility and concept study for the A4260 corridor.

Rationale: This option would require no immediate expenditure. However, it would not provide an updated evidence base to inform future investment decisions, support funding applications or progress the ambitions of the Kidlington Framework Masterplan SPD. Opportunities to influence future transport improvements and placemaking initiatives may be lost, and the Council would be less well-positioned to respond to growth and infrastructure challenges.

Option 2 - Limited Corridor Review - Undertake a focused desktop review of existing transport, planning and development evidence to identify high-level improvement opportunities and priorities.

Rationale: This option would provide some updated information at a relatively low cost and could help identify potential projects. However, it would be unlikely to provide the level of technical analysis, stakeholder engagement or concept design work required to support future funding bids, partnership discussions or strategic investment decisions. The resulting recommendations may lack sufficient detail and robustness.

Option 3 - Comprehensive Feasibility and Concept Study (Preferred Option)

Commission a multidisciplinary feasibility and concept study covering the A4260 corridor between Kidlington Roundabout and Langford Lane, including transport analysis, placemaking opportunities, active travel improvements, public realm enhancements and stakeholder engagement.

Rationale: This option provides the most comprehensive evidence base and aligns with the objectives of the Kidlington Framework Masterplan SPD. It will develop a clear vision for the corridor, assess a range of deliverable options and create a framework for future investment. The study will strengthen partnership working with Oxfordshire County Council and other stakeholders while providing the information required to support future funding opportunities and implementation projects.

Preferred Option: Option 3 - is recommended as the preferred option as it provides the strongest strategic evidence base, maximises opportunities to secure future investment, and offers the greatest potential to influence the long-term development of one of Kidlington's most important transport corridors.

Indicative Costs

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>	£45,000
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.)	
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	
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
Lack of stakeholder support from key transport partners.	Recommendations may not gain support for future delivery.	Engage Oxfordshire County Council, transport operators and key stakeholders throughout the study process.

Funding constraints for future implementation.	Identified improvements may not progress beyond concept stage.	Develop a robust evidence base and phased delivery options to support future funding bids.
Conflicting transport priorities between stakeholders.	Delays in agreement on preferred options.	Ensure early engagement and evidence-led option appraisal.
Technical constraints within the highway corridor.	Limits potential interventions and deliverable options.	Undertake high-level feasibility assessments and identify realistic proposals.
Changes to growth projections or planning priorities.	May affect future infrastructure requirements.	Ensure the study reflects current development proposals and allows flexibility for future updates.
Public concerns regarding potential highway changes.	Reduced support for future improvements.	Include stakeholder engagement and clear communication of project objectives and benefits.

Governance & Delivery

The project will be led by Oxfordshire County Council, with CDC retaining a role to scrutinise and confirm the scope, and monitor progress with the commissioned consultants.

A Project Steering Group will be established to provide strategic oversight and review progress throughout the commission. Membership is expected to include:

- Cherwell District Council
- Oxfordshire County Council (Transport and Infrastructure Teams)
- Planning and regeneration representatives
- Relevant transport operators and stakeholders
- Specialist consultants appointed to undertake the study

The Steering Group will oversee project delivery, review emerging findings, guide stakeholder engagement activities and approve the final recommendations.

Next Steps

Subject to approval of this Outline Business Case, the following actions will be undertaken to progress the project:

1. Confirm the project brief, study objectives and scope in consultation with Oxfordshire County Council and key stakeholders.
2. Establish the Project Steering Group and agree governance, reporting arrangements and decision-making processes.
3. Secure funding contributions and confirm the overall project budget, including any potential match funding arrangements.
4. Prepare procurement documentation and appoint qualified consultants to undertake the feasibility and concept study.
5. Develop a stakeholder engagement plan, including engagement with local Members, Kidlington Parish Council, transport operators, businesses and community groups.
6. Undertake baseline analysis of corridor conditions, including transport performance, active travel provision, public realm quality and development opportunities.
7. Develop and assess a range of strategic and conceptual improvement options, including consideration of walking, cycling, public transport, public realm and placemaking interventions.
8. Prepare a Full Business Case setting out the preferred approach, project programme, costs, risks, funding opportunities and recommendations for future delivery phases.



Outline Business Case

Classification: PUBLIC

Ensure personal or sensitive data is redacted before publication.

Project Title	Insight Profile Community Fund
Author	Jon Clark, Kidlington Assistant Area Lead Officer
Date	09/07/2026
Version	Draft 0.1
Classification	PUBLIC

Document Control

Version	Date	Author	Reviewer	Changes
0.1	09/07/26	Jon Clark	Tom Darlington	

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)	Insight Profile Community Fund
Project to be delivered by	Wellbeing
Department/Service	Neighbourhood Services

Strategic Fit

The Kidlington East Community Insight Project directly supports Cherwell District Council's corporate priorities by addressing health inequalities, promoting community wellbeing, supporting vulnerable residents, strengthening local communities and enabling evidence-based decision-making.

The project aligns with the Council's commitment to reducing inequalities, by focusing on an area where deprivation levels are increasing, relative to the national picture and where data identifies particular challenges affecting children, young people and older residents. Through detailed analysis of health, social and economic indicators, combined with direct engagement with local residents and stakeholders, the project will develop a robust understanding of community needs and opportunities.

The Community Insight Profile will support prevention and early intervention by identifying factors that contribute to poorer health and wellbeing outcomes, enabling the Council and its partners to target resources more effectively. The project will strengthen partnership working across public, voluntary and community sector organisations and provide an evidence base to inform future service planning, commissioning, funding bids and investment decisions.

The project also supports the Council's objectives around sustainable growth by ensuring that services, community infrastructure and local support networks are informed by a clear understanding of current and emerging needs within Kidlington East. By helping local organisations build capacity and deliver targeted community-based support, the project will contribute to stronger, more resilient communities and reduce future demand on statutory services.

Business Need

Service Activity	
Category	Desired
Corporate Business Plan Priority	Quality housing and placemaking
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green

Purpose of the Project	The purpose of the Kidlington East Community Insight Project is to develop a comprehensive evidence-based understanding of the health, social and economic conditions affecting residents in Kidlington East, with a particular focus on addressing inequalities and improving health and wellbeing outcomes. The project will combine detailed analysis of public health and deprivation data with direct engagement with residents, community groups and partner organisations to identify local needs, challenges, strengths and opportunities. This will ensure that future decisions are informed by both robust quantitative evidence and the lived experiences of local people. The resulting Community Insight Profile will provide a clear evidence base to support service planning, commissioning, partnership working and future investment. It will help partners target resources more effectively, identify priority actions, strengthen community resilience and support the development of local voluntary and community sector organisations. This work will culminate in a community grant programme for VCSE (non-sporting) groups. Ultimately, the project aims to reduce health inequalities, improve outcomes for residents, inform future growth and service provision, and ensure that public resources and investment are directed towards those areas and communities experiencing the greatest need.
Impact on Service and implications of not undertaking the project	<u>Impact on service:</u> The project will provide a comprehensive evidence base to support service planning, commissioning and resource allocation across Kidlington East. It will improve understanding of the factors contributing to health inequalities and deprivation within the area, enabling services and interventions to be more effectively targeted towards those residents experiencing the greatest need. The Community Insight Profile will help inform future policy development, funding applications and partnership initiatives by bringing together quantitative

data, community insight and stakeholder perspectives in a single evidence-based framework. The project will also strengthen relationships between the Council, health, voluntary/community sector organisations and residents, ensuring that future priorities are informed by local knowledge and lived experience.

In addition, the project will identify opportunities to support and strengthen the voluntary and community sector, helping community organisations develop sustainable services that improve outcomes for local residents whilst reducing pressure on statutory health, care and public services.

Implications of not undertaking the project:

Without this project, there is a risk that growing inequalities within Kidlington East will not be fully understood or effectively addressed. The Council and its partners may lack the detailed local intelligence required to target resources, design interventions and prioritise investment where it will achieve the greatest impact.

Failure to undertake the project could result in:

- Missed opportunities to identify and address emerging health and wellbeing challenges.
- Reduced ability to secure external funding due to the absence of a robust evidence base.
- Services and interventions that are less responsive to local need and lived experience.
- Limited understanding of community assets, strengths and opportunities for improvement.
- Increased pressure on statutory services due to a lack of preventative and community-led interventions.

	• Reduced opportunities to support the development and sustainability of local voluntary and community organisations. • Poorer long-term outcomes for residents experiencing deprivation, social isolation and health inequalities.
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Initial Options

Option 1 – Do Nothing - Continue with existing service provision and community support arrangements without undertaking a dedicated Community Insight Profile or establishing a targeted grant programme.

Rationale: This option would require no additional investment. However, it would not provide an updated understanding of emerging community needs, nor would it address evidence showing increasing levels of deprivation and inequality within parts of Kidlington East. The Council and its partners would have limited evidence to inform future interventions, funding bids and local investment decisions.

Option 2 – Produce a Data-Led Community Profile Only - Undertake a desktop analysis of existing public health, demographic and deprivation data to identify trends and areas of need.

Rationale: This option would provide an updated evidence base at a relatively low cost. However, it would not capture the lived experiences of residents, community organisations and stakeholders. As a result, opportunities to identify local strengths, barriers and community-led solutions may be missed, reducing the effectiveness of any future interventions.

Option 3 – Community Insight Profile with Targeted Grant Programme (Preferred Option) - Develop a comprehensive Community Insight Profile combining quantitative data analysis with resident and stakeholder engagement and establish a dedicated community grant programme to support delivery of locally identified priorities.

Rationale: This option provides the strongest evidence base and ensures that future investment is informed by both data and community insight. It will identify local challenges and opportunities, strengthen partnership working and enable targeted interventions through the grant programme. The approach builds on successful Community Insight projects delivered elsewhere in Cherwell and provides a mechanism for local voluntary and community organisations to deliver solutions that directly address identified needs.

Preferred Option: Option 3 is recommended as it offers the greatest opportunity to understand and respond to local need, improve health and wellbeing outcomes, strengthen community capacity and ensure future investment is targeted where it can have the greatest impact.

Indicative Costs

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>	£20,000
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.)	N
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
Limited engagement from residents and community groups.	Community insight may not fully reflect local experiences and priorities.	Deliver a comprehensive engagement programme using a range of channels, venues and community partners to maximise participation.
Insufficient stakeholder participation from partner organisations.	Reduced quality of information and weaker partnership ownership of recommendations.	Establish a project steering group and maintain regular engagement with key partners throughout the project.
Gaps or inconsistencies in available datasets.	Could limit the accuracy of conclusions and recommendations.	Use multiple data sources, triangulate information and supplement quantitative data with qualitative engagement.
Limited capacity within community organisations to engage or deliver future actions.	Reduced ability to implement recommendations and interventions.	Build capacity through partnership working, funding opportunities and targeted support for local organisations.
Failure to secure future funding to implement recommendations.	Recommendations may not translate into tangible outcomes.	Develop a strong evidence base to support future funding applications and investment decisions.
Ongoing changes in local demographics and housing growth.	Emerging needs may change during the project lifecycle.	Ensure analysis incorporates planned housing growth and includes mechanisms for future review and updating.

Governance & Delivery

The project will be led by Cherwell District Council Community Wellbeing team who will provide strategic oversight, support engagement activity and ensure alignment with local priorities and objectives.

Next Steps

Subject to funding approval, the following actions will be undertaken to progress the project:

1. Confirm project scope, governance arrangements and delivery timetable with the Wellbeing Team and key partners.
2. Compile and analyse relevant demographic, deprivation, health and social data relating to Kidlington East to establish the baseline evidence base.
3. Develop and implement a community engagement programme involving residents, community groups, service providers and local stakeholders.
4. Identify key community priorities, challenges, assets and opportunities through analysis of both quantitative and qualitative evidence.
5. Produce and publish the Community Insight Profile, including a series of evidence-based recommendations and priority actions.
6. Design and launch the Community Fund grant programme, ensuring that funding criteria align with the recommendations emerging from the Community Insight Profile.
7. Invite applications from local voluntary, community and social enterprise (VCSE) organisations to deliver activities and initiatives addressing identified needs.
8. Monitor delivery and outcomes of funded projects to assess impact, inform future investment decisions and support future funding opportunities.
9. Use the findings to inform wider Council priorities, partnership working, service planning and future funding bids aimed at reducing inequalities and improving health and wellbeing in Kidlington East.