

Banbury Town Council

Mark Hassall ACMA, MA
Town Clerk & RFO



The Town Hall
Bridge Street
Banbury
OX16 5QB

Tel: 01295 250340

Our Ref: A06012026
Please ask for: Helen Durkin
Email: helen.durkin@banbury.gov.uk

Date: 23 December 2025

To: All Members of the Resources Committee.

You are hereby summoned to attend a Meeting of the **RESOURCES COMMITTEE** to be held in the TOWN HALL, BRIDGE STREET, BANBURY on **TUESDAY 06 January 2026 at 6.30pm**, for the transaction of the following business.

A handwritten signature in black ink, appearing to be 'Mark Hassall'.

Mark Hassall
Town Clerk & RFO

BUSINESS TO BE TRANSACTED

1. **Apologies for absence**
Contact Helen Durkin (01295 250340).
2. **Declarations of Interest**
Members are asked to declare any interests in items on the agenda, **and the nature of that interest**, in accordance with the Local Government Act 2000, the Banbury Town Council Code of Conduct and Section 106 of the Local Government Finance Act 1992 (Please refer to the notes at the end of Agenda).
3. **Minutes of Last Meeting**
To approve as correct the Minutes of the Meeting held on 21 October 2025 (**Enclosed**).
4. **Income & Expenditure Monitoring Report**
To consider the report of the Town Clerk & RFO. (**Enclosure 4**)
5. **Budgets for 2026/27**
To consider the report of the Town Clerk & RFO (**Enclosure 5**)
6. **Internal Audit**
To Review the internal audit of council's records and control systems for the financial year **2025/26** (**Enclosure 6**)
7. **Grants & Budget Sub-Committee**
To receive and note the Minutes of the Grants & Budget Sub-Committee meeting held on 02 December 2025. (**Enclosed**)

8. Management Policies

To consider the management policies.

Enclosure 8a – Risk Management Policy

Enclosure 8b – Treasury Management Policy

9. Calendar of Meetings

To review and approve the calendar of meetings. **(Enclosure 9)**

10. Calendar of Events

To review and approve the calendar of Events. **(Enclosure 10)**

11. CDC Cultural Strategy

To discuss the adoption of the Cherwell District Council Cultural Strategy. **(Enclosure 11)**

Notes on declaration of interest

(i) Any Member arriving after the start of the meeting is asked to declare any disclosable pecuniary interests as necessary as soon as practicable after their arrival even if the item in question has been considered;

(ii) In such circumstances, the Member must withdraw from the meeting room, and should inform the Chairman accordingly.

It is not practical to offer detailed advice during the meeting.

Recording of Meeting

(iii) Please be aware that an audio recording of the meeting may be made, as an aide-memoire for the purposes of the Clerk to ensure minutes reflect the overall tone and content of meetings, and will be deleted following the first approval of minutes.

RESOURCES COMMITTEE

Minutes of a meeting of the Resources Committee held at **6.30pm on Tuesday 21st October 2025** in the Town Hall, Banbury.

Present: Councillors Hussain (Chair), Eaton (Vice Chair) and Beere.

In attendance for part of the meeting: Councillor Creed (from 6.50pm).

Alternate Members: Councillor Stansfield (for Councillor Vaitkus) and Councillor Okeke (for Councillor Mallon).

Officers: Mark Hassall (Town Clerk & RFO)
Paul Almond (Director of Environment)

R.35/25 Apologies for Absence

Councillors Mallon and Vaitkus.

R.36/25 Declarations of Interest

None.

R.37/25 Minutes of the last Meeting

IT WAS RESOLVED that the Minutes of the Meeting held on 02 September 2025 be approved as a correct record and signed by the Chairman [proposed by Councillor Hussain and seconded by Councillor Eaton].

R.38/25 Income & Expenditure Report

The Committee considered a report prepared by the Town Clerk & RFO comparing year-to-date income and expenditure with the projected annual budget for the financial year. The report showed all expenditure incurred up to 29 September 2025.

Officers responded to a range of questions from Members relating to various budget codes and financial procedures. Members' attention was drawn to the fact that overall the Committees' expenditure was within forecast versus the projected budget.

General Services variances and points to note were principally:

- ◆ Staffing costs across the committee remains within budget, whilst insurance costs across the services have been renegotiated with a reduction of circa 15%.
- ◆ Timing of invoicing for grounds maintenance works impacted by timing of September invoice across Parks.
- ◆ Tree works are highlighted during the 6+6 rephasing of budget requirements, and will be supplemented by an officer report to address the appointment of an independent arboriculture inspections to undertake ongoing inspections over the three-year timeframe.
- ◆ NNDR council tax adjustment backdated to reflect increased income at Hanwell Fields relating to increased sports use.
- ◆ Additional expenditure has been incurred to complete the upgrade of the lighting at the Banbury Cross and Fine Lady statues ahead of the darker evenings.

- ◆ Completion of Chandos PlayZone is followed by the installation of a PlayZone at Princess Diana park, with grant funding for the full costs incurred due to be received from CDC (25%) and Football Foundation (75%).

Underspends on Resources Committee, principally:

- ◆ Corporate, Central Administration and Civic continue to be well controlled. Additional legal costs are being incurred to settle and resolve an outstanding past employee complaint, following receipt of Chairmans concurrence for expenditure to be committed. Elevated expenditure will be captured within the 6+6 budget review.
- ◆ Town Council Events are currently within acceptable budget parameters.
- ◆ Town Hall – includes utility costs to be recharged to OCC under the lease of first floor, alongside additional ongoing hire of the interview room by CDC on Tuesdays and Thursdays every week for the next three months.
- ◆ Other services to the Public include timing of small grants (including Warm Welcome grant scheme).
- ◆ Other Costs & Income are in line with projected budget, with reserves being invested to achieve interest income target which is anticipated to exceed income budget.

IT WAS RESOLVED to receive and note the Income and Expenditure report.

R.39/25 Members Allowances

The Committee considered the recommendations of the Parish Remuneration Panel, as appointed by Cherwell District Council, on the Review of Parish Members' Allowances for the 2025/26 Financial Year.

IT WAS RESOLVED that the travelling and subsistence allowances as recommended by the Parish Remuneration Panel be adopted as recommended and introduced with effect from the beginning of the new financial year.

R.40/25 Revised & Draft Revenue Estimates

The Committee considered a report of the Town Clerk & RFO seeking approval of the revised estimates for 2025/26. The following comments on the estimates were materially relevant:

Cost Centre 110 Parks and Open Spaces

Availability of independent tree inspectors has delayed the ongoing three year cycle of inspections, and funding is requested to bring this up to date (£40k). Earmarked reserves are proposed for release to fund work on Longlandes retaining wall (£25k) and fencing at Grimsbury Square (£18k). Timing for purchase of fleet vehicle replacement is proposed to move to future years.

Cost Centre 113 Allotments

Work to improve the driveway to Woodgreen Allotment is proposed from earmarked reserves (£25k).

Cost Centre 114 Park Rangers

Timing for purchase of fleet vehicle replacement is proposed to move to future years.

Cost Centre 120 Football Pitches & Horton View

Purchase of Sports mower is proposed from earmarked reserves (£16k), allowance for increased prior year NNDR costs associated with cricket use at Hanwell Fields (£10k), investment in Horton View pavilion garage roof and palisade fencing (£4k), as well as ongoing use of contractor staff for cleaning of facilities.

Cost Centre 160 Capital costs

New PlayZones at Chandos and Princess Diana Park (PDP) are fully partner funded (£582k), the creation of Space for Girls at PDP requires £10k addition to CDC grant funding of £30k, in a similar way to an additional £5k towards CDC funding of lighting improvements to PDP and the Banbury Cross £45k. Stonework in St Marys churchyard (£5k).

Release of reserves enable ongoing consultant work to progress planning permission for the Hardwick Hill cemetery extension, and fund the refurbishment of sports sites across MUGAs, including resurfacing at Moorfields and Bankside, and tennis courts at Horton View.

RESOURCES

Cost Centre 301 Corporate Management

Increased legal costs £13k.

Cost Centre 305 Central Administration

Elevated staffing costs are offset by reduced insurance costs.

Cost Centre 311 Town Hall

Reduced costs associated with staffing, insurance and purchase of equipment.

Cost Centre 315 Other Services to the Public

Removal of bi-election costs provision following introduction of policy enabling co-option, reduced assessment of Woodgreen Swimming pool subsidy and removal of provision for Local Honours scheme (£6k)

Cost Centre 320 Other Costs and Income

Interest income in 25/26 projected to improve by £18k, further supported by removal of provision for capital works to the Town Hall.

RESOLVED that the Revised Estimates for 2025/26, as submitted, be approved.

R.41/25 Events Working Group

IT WAS RESOLVED To receive and note the minutes from the meeting on 27 August 2025 and to **RECOMMEND** to full council to Review the 2026 Event Dates.

R.42/25 Committee Changes

IT WAS RECOMMENDED to Council to approve a change to the Committee's membership, whereby Councillor Vaitkus is removed and replaced by Councillor Stansfield.

The meeting ended at 7.13 pm

**GENERAL SERVICES COMMITTEE
16 DECEMBER 2025**

**RESOURCES COMMITTEE
6 JANUARY 2026**

**REPORT OF THE TOWN CLERK & RFO
INCOME & EXPENDITURE TO 8 DECEMBER 2025**

1. Introduction and Purpose of Report

1.1 To inform Members of income and expenditure compared with Year to Date (YTD) Budget for the financial year.

2. Wards Affected

2.1 All Wards.

3. Effect on Policy

3.1 Nil.

4. Contact Officer

4.1 Mark Hassall (01295 817313)

5. Background

5.1 The Council's Financial Regulations require that the Resources Committee be provided with a statement of income and expenditure to date under each head of the approved year-to-date annual revenue and capital budgets. As the main spending Committee, it is considered appropriate for this information to also be presented to the General Services Committee.

5.2 The Council's Accounting (RBS Omega) System provides reports that show Year-to-Date (YTD) Budget and Actual YTD, for Income and Expenditure and any variance.

5.3 Attached is a report outlining summary income and expenditure against each cost centre.

6. Present Position

6.1 The attached report shows all expenditure incurred up to 8 December 2025. Overall the Committees expenditure is within forecast versus the projected budget. The main causes are addressed as follows:

7. General Services variances are principally

- ◆ Staffing costs across the committee remains within budget, whilst insurance costs across the services have been renegotiated with a reduction of circa 15%.
- ◆ Timing of invoicing for grounds maintenance works impacted by timing of November invoice across Parks.

- ◆ Tree works are highlighted during the 6+6 rephasing of budget requirements, and will be supplemented by an officer report to address the appointment of an independent arboriculture inspections to undertake ongoing inspections over the three-year timeframe.
- ◆ NNDR council tax adjustment backdated to reflect increased income at Hanwell Fields relating to increased sports use.
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8. Underspends on Resources Committee also principally

- ◆ Corporate, Central Administration and Civic continue to be well controlled. Additional legal costs are being incurred to settle and resolve an outstanding past employee complaint, following receipt of Chairmans concurrence for expenditure to be committed. Elevated expenditure will be captured within the 6+6 budget review.
- ◆ Town Council Events are currently within acceptable budget parameters.
- ◆ Town Hall – includes utility costs to be recharged to OCC under the lease of first floor, alongside additional ongoing hire of the interview room by CDC on Tuesdays and Thursdays every week for the next three months.
- ◆ Other services to the Public include timing of small grants (including Warm Welcome grant scheme).
- ◆ Other Costs & Income are in line with projected budget, with reserves being invested to achieve interest income target which is anticipated to exceed income budget.

9. Financial Effects & Risk Assessment

9.1 This is a monitoring report so there are no specific financial effects arising from it. Without effective budget monitoring there is a risk that budgets will not be adhered to, thereby weakening the Council's ability to demonstrate an effective use of resources. This risk is being mitigated by closer monitoring of spend using a phased budget.

10. Recommendations

10.1 The Council is invited to receive and note the Income & Expenditure report.

Background Papers: Nil

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
<u>General Services Committee</u>						
<u>101 Litter Control & Cleansing</u>						
4107 Equipment General	4,676	7,426	2,750		2,750	63.0%
4109 Cleansing Contract	215	171,979	171,764		171,764	0.1%
Litter Control & Cleansing :- Indirect Expenditure	4,891	179,405	174,514	0	174,514	2.7%
Net Expenditure	(4,891)	(179,405)	(174,514)			
<u>103 Cemeteries</u>						
1000 Miscellaneous Income	224	224	0			100.0%
1004 Burial Chambers	4,320	5,760	1,440			75.0%
1005 Burial Fees	29,120	40,090	10,970			72.6%
1007 Memorial Applications	9,850	14,005	4,155			70.3%
1008 Exclusive Rights of Burial	14,341	16,395	2,054			87.5%
1009 Out of Hours Burial Fees	150	0	(150)			0.0%
1022 Premises Hire	4,581	4,581	1			100.0%
1500 Contribution from Reserves	0	45,500	45,500			0.0%
Cemeteries :- Income	62,586	126,555	63,970			49.5%
4000 Salaries	177,281	261,896	84,615		84,615	67.7%
4006 Training	5,305	5,305	(0)		(0)	100.0%
4010 N N D Rates	6,063	6,737	675		675	90.0%
4011 Water Charges	0	1,400	1,400		1,400	0.0%
4013 Electricity	(107)	963	1,070		1,070	(11.1%)
4014 Gas	455	899	444		444	50.6%
4019 Cleaning Materials	17	601	584		584	2.8%
4020 Telephone	485	690	205		205	70.3%
4023 Stationery/Office Supplies	17	200	183		183	8.6%
4025 Insurance	5,927	5,927	0		0	100.0%
4026 Subscriptions	215	110	(105)		(105)	195.5%
4071 Purchase Equipment	1,890	5,140	3,250		3,250	36.8%
4072 Leasing Equipment	978	2,416	1,438		1,438	40.5%
4100 Purchase Materials	2,343	3,901	1,558		1,558	60.1%
4120 Building M & R (Other Contract	7,452	10,520	3,068		3,068	70.8%
4122 Landscaping (Other Contractors	6,940	15,324	8,384		8,384	45.3%
4123 Minor Alterations & Imp.	2,432	6,501	4,069		4,069	37.4%
4132 Purchase Protective Clothing	294	2,037	1,743		1,743	14.4%
4502 R & M Plant & Equipment	4,898	7,654	2,756		2,756	64.0%
4570 Fleet Purchases	0	46,500	46,500		46,500	0.0%
4571 Service Charges	1,684	2,284	600		600	73.7%

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
4572 Fuel	1,394	3,120	1,726		1,726	44.7%
Cemeteries :- Indirect Expenditure	225,961	390,125	164,164	0	164,164	57.9%
Net Income over Expenditure	(163,375)	(263,570)	(100,195)			
<u>110 Parks and Open Spaces</u>						
1000 Miscellaneous Income	3,225	3,123	(102)			103.3%
1010 Land Rents	6,766	10,770	4,004			62.8%
1500 Contribution from Reserves	0	25,000	25,000			0.0%
Parks and Open Spaces :- Income	9,991	38,893	28,902			25.7%
4000 Salaries	153,360	231,549	78,189		78,189	66.2%
4006 Training	3,915	5,150	1,235		1,235	76.0%
4008 Car Allowances-Employee	0	1,500	1,500		1,500	0.0%
4011 Water Charges	0	2,640	2,640		2,640	0.0%
4013 Electricity	4,313	8,034	3,721		3,721	53.7%
4020 Telephone	837	1,200	363		363	69.8%
4023 Stationery/Office Supplies	0	750	750		750	0.0%
4025 Insurance	14,320	14,320	0		0	100.0%
4026 Subscriptions	1,187	2,267	1,080		1,080	52.4%
4032 Advertising/Publicity	0	300	300		300	0.0%
4070 Computer Software	7,005	19,442	12,437		12,437	36.0%
4100 Purchase Materials	6,870	7,620	750		750	90.2%
4107 Equipment General	6,951	11,518	4,567		4,567	60.3%
4120 Building M & R (Other Contract	20,221	70,863	50,642		50,642	28.5%
4121 Ground Mtnc (Other Contractor	113,277	210,564	97,287		97,287	53.8%
4122 Landscaping (Other Contractors	115	30,115	30,000		30,000	0.4%
4124 Building M & R Peoples Park	3,177	8,719	5,542		5,542	36.4%
4132 Purchase Protective Clothing	909	1,302	393		393	69.8%
4500 Arboriculture	19,830	92,589	72,759		72,759	21.4%
4501 Playground Equipment R & M	32,354	75,033	42,679		42,679	43.1%
4502 R & M Plant & Equipment	2,486	3,000	514		514	82.9%
4503 Purchase of Signs	0	6,000	6,000		6,000	0.0%
4510 Floral Bedding	14,918	14,918	(0)		(0)	100.0%
4511 Trees and Shrubs	3,078	14,000	10,922		10,922	22.0%
4512 Bulbs	3,764	5,664	1,900		1,900	66.5%
4514 Chemical Applications	10,223	10,354	131		131	98.7%
4515 Aviary Maintenance	1,253	3,193	1,940		1,940	39.2%
4571 Service Charges	448	2,000	1,552		1,552	22.4%
4572 Fuel	1,592	2,000	408		408	79.6%
Parks and Open Spaces :- Indirect Expenditure	426,403	856,604	430,201	0	430,201	49.8%
Net Income over Expenditure	(416,411)	(817,711)	(401,300)			

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
<u>113 Allotments</u>						
1010 Land Rents	4,449	5,030	582			88.4%
1500 Contribution from Reserves	0	14,000	14,000			0.0%
Allotments :- Income	4,449	19,030	14,582			23.4%
4011 Water Charges	0	600	600		600	0.0%
4070 Computer Software	381	451	70		70	84.5%
4100 Purchase Materials	1,118	1,915	797		797	58.4%
4120 Building M & R (Other Contract	191	8,324	8,133		8,133	2.3%
4121 Ground Mtnce (Other Contractor	1,342	4,551	3,209		3,209	29.5%
4520 Private Contractors	575	15,423	14,848		14,848	3.7%
Allotments :- Indirect Expenditure	3,607	31,264	27,657	0	27,657	11.5%
Net Income over Expenditure	842	(12,234)	(13,076)			
<u>114 Park Rangers</u>						
4000 Salaries	89,297	138,475	49,178		49,178	64.5%
4006 Training	2,393	5,008	2,615		2,615	47.8%
4010 N N D Rates	7,231	8,236	1,005		1,005	87.8%
4011 Water Charges	0	1,000	1,000		1,000	0.0%
4013 Electricity	1,771	1,401	(370)		(370)	126.4%
4014 Gas	163	964	801		801	16.9%
4020 Telephone	926	1,654	728		728	56.0%
4025 Insurance	16,758	16,758	0		0	100.0%
4100 Purchase Materials	1,043	1,200	157		157	86.9%
4107 Equipment General	546	2,000	1,454		1,454	27.3%
4120 Building M & R (Other Contract	660	5,098	4,438		4,438	12.9%
4131 Purchase Equipment	154	4,200	4,046		4,046	3.7%
4132 Purchase Protective Clothing	602	2,000	1,398		1,398	30.1%
4502 R & M Plant & Equipment	255	455	200		200	56.0%
4571 Service Charges	4,727	9,000	4,273		4,273	52.5%
4572 Fuel	1,562	2,200	638		638	71.0%
Park Rangers :- Indirect Expenditure	128,087	199,649	71,562	0	71,562	64.2%
Net Expenditure	(128,087)	(199,649)	(71,562)			
<u>115 Commuted Sums</u>						
1086 Commuted Sums Received	51,637	0	(51,637)			0.0%
1500 Contribution from Reserves	0	105,866	105,866			0.0%
Commuted Sums :- Income	51,637	105,866	54,229			48.8%
Net Income	51,637	105,866	54,229			

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
<u>120 Sports Facilities</u>						
1020 Sports Hire	26,540	18,250	(8,290)			145.4%
1021 Licence and Premises Hire	12,053	11,795	(258)			102.2%
1500 Contribution from Reserves	0	16,000	16,000			0.0%
Sports Facilities :- Income	38,593	46,045	7,452			83.8%
4010 N N D Rates	16,879	17,766	887		887	95.0%
4011 Water Charges	(101)	1,611	1,712		1,712	(6.3%)
4013 Electricity	4,061	7,880	3,820		3,820	51.5%
4014 Gas	127	3,501	3,374		3,374	3.6%
4017 Caretaking and Cleaning	9,249	12,688	3,439		3,439	72.9%
4019 Cleaning Materials	445	1,201	756		756	37.0%
4100 Purchase Materials	2,782	8,001	5,219		5,219	34.8%
4107 Equipment General	164	4,000	3,836		3,836	4.1%
4120 Building M & R (Other Contract	8,805	25,251	16,446		16,446	34.9%
4121 Ground Mtnce (Other Contractor	46,282	84,832	38,550		38,550	54.6%
4530 Bowling Green	3,854	8,729	4,875		4,875	44.2%
4570 Fleet Purchases	0	16,000	16,000		16,000	0.0%
Sports Facilities :- Indirect Expenditure	92,546	191,460	98,914	0	98,914	48.3%
Net Income over Expenditure	(53,953)	(145,415)	(91,462)			
<u>131 Banbury in Bloom</u>						
4651 Floral Sponsorship	8,256	8,257	1		1	100.0%
4652 Planting Day in the Park	1,342	1,642	300		300	81.8%
Banbury in Bloom :- Indirect Expenditure	9,599	9,899	300	0	300	97.0%
Net Expenditure	(9,599)	(9,899)	(300)			
<u>132 Banbury Cross & FineLady</u>						
4120 Building M & R (Other Contract	4,089	11,496	7,407		7,407	35.6%
Banbury Cross & FineLady :- Indirect Expenditure	4,089	11,496	7,407	0	7,407	35.6%
Net Expenditure	(4,089)	(11,496)	(7,407)			
<u>150 Public Clocks</u>						
4000 Salaries	625	986	361		361	63.4%
4013 Electricity	131	360	229		229	36.4%
4120 Building M & R (Other Contract	3,518	3,906	388		388	90.1%
4521 Service of Public Clock	0	1,600	1,600		1,600	0.0%
Public Clocks :- Indirect Expenditure	4,274	6,852	2,578	0	2,578	62.4%
Net Expenditure	(4,274)	(6,852)	(2,578)			

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
<u>160 Capital Costs</u>						
1080 Grant Received	544,431	617,694	73,263			88.1%
1500 Contribution from Reserves	0	94,100	94,100			0.0%
Capital Costs :- Income	544,431	711,794	167,363			76.5%
4551 Capital - Hardwick Hill Cemeta	21,673	31,900	10,227		10,227	67.9%
4552 Capital - Play Areas	22,982	141,500	118,518		118,518	16.2%
4554 Capital - Park Refurb	557,258	632,325	75,067		75,067	88.1%
Capital Costs :- Indirect Expenditure	601,913	805,725	203,812	0	203,812	74.7%
Net Income over Expenditure	(57,482)	(93,931)	(36,449)			
<u>201 Bus Shelters</u>						
4109 Cleansing Contract	910	1,820	910		910	50.0%
4800 New Shelters	0	6,000	6,000		6,000	0.0%
4802 Maintenance	0	2,220	2,220		2,220	0.0%
Bus Shelters :- Indirect Expenditure	910	10,040	9,130	0	9,130	9.1%
Net Expenditure	(910)	(10,040)	(9,130)			
<u>202 Salt Bins</u>						
4107 Equipment General	0	4,000	4,000		4,000	0.0%
Salt Bins :- Indirect Expenditure	0	4,000	4,000	0	4,000	0.0%
Net Expenditure	0	(4,000)	(4,000)			
General Services Committee :- Income	711,686	1,048,183	336,497			67.9%
Expenditure	1,502,279	2,696,519	1,194,240	0	1,194,240	55.7%
Movement to/(from) Gen Reserve	(790,593)	(1,648,336)	(857,743)			

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
<u>Resources Committee</u>						
<u>301 Corporate Management</u>						
4050 Bank Charges	1,189	1,542	353		353	77.1%
4056 Internal Audit	1,035	1,510	475		475	68.5%
4057 Audit Fees	2,940	2,940	0		0	100.0%
4058 Professional Fees	5,724	6,050	326		326	94.6%
4059 Legal Support	6,578	21,098	14,521		14,521	31.2%
Corporate Management :- Indirect Expenditure	17,465	33,140	15,675	0	15,675	52.7%
Net Expenditure	(17,465)	(33,140)	(15,675)			
<u>302 Civic and Ceremonial</u>						
4000 Salaries	290	949	659		659	30.5%
4006 Training	0	350	350		350	0.0%
4022 Printing	30	1,005	975		975	3.0%
4023 Stationery/Office Supplies	17	288	271		271	5.8%
4026 Subscriptions	0	320	320		320	0.0%
4850 Uniforms	0	200	200		200	0.0%
4851 Incoming Mayors Allowance	833	10,000	9,167		9,167	8.3%
4852 Outgoing Mayors Allowance	(651)	(651)	(0)		(0)	100.0%
4854 Civic Property Maintenance	0	450	450		450	0.0%
4855 Civic Insignia	0	2,950	2,950		2,950	0.0%
4870 Catering	24	24	0		0	100.0%
Civic and Ceremonial :- Indirect Expenditure	542	15,885	15,343	0	15,343	3.4%
Net Expenditure	(542)	(15,885)	(15,343)			
<u>305 Central Administration</u>						
4000 Salaries	191,505	286,015	94,510		94,510	67.0%
4005 Professional Subscriptions	160	733	573		573	21.8%
4006 Training	291	5,700	5,409		5,409	5.1%
4007 Subsistence	1,384	2,724	1,340		1,340	50.8%
4010 N N D Rates	159	159	0		0	99.9%
4020 Telephone	4,061	5,770	1,709		1,709	70.4%
4021 Postage	1,329	1,329	(0)		(0)	100.0%
4022 Printing	2,120	3,574	1,454		1,454	59.3%
4023 Stationery/Office Supplies	1,024	1,805	781		781	56.7%
4025 Insurance	5,605	5,605	(0)		(0)	100.0%
4026 Subscriptions	1,625	7,211	5,587		5,587	22.5%

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
4031 Staff Advertising	0	2,000	2,000		2,000	0.0%
4032 Advertising/Publicity	878	2,840	1,962		1,962	30.9%
4033 Tourism/Marketing	18,215	19,212	997		997	94.8%
4035 Books & Publications	829	1,029	200		200	80.5%
4070 Computer Software	20,645	33,588	12,943		12,943	61.5%
4071 Purchase Equipment	21	80	59		59	26.0%
4073 Purchase Furniture	199	959	760		760	20.8%
4136 Purchase IT Equipment	17	1,467	1,450		1,450	1.1%
4850 Uniforms	0	500	500		500	0.0%
4856 Photography	0	375	375		375	0.0%
Central Administration :- Indirect Expenditure	250,065	382,675	132,610	0	132,610	65.3%
Net Expenditure	(250,065)	(382,675)	(132,610)			
<u>310 Town Council Events</u>						
1000 Miscellaneous Income	3,348	3,348	0			100.0%
1055 Food Festivals	12,251	12,251	(0)			100.0%
1070 Canalside Festival Income	9,398	8,987	(411)			104.6%
1073 Town Mayors Sunday	2,102	2,092	(10)			100.5%
1074 Armed Forces Day Income	5,373	700	(4,673)			767.6%
1075 Banbury Show Income	3,918	3,918	0			100.0%
1076 Christmas Lights Switch On	500	0	(500)			0.0%
1860 Diamond Jubilee Income	3,793	3,793	1			100.0%
Town Council Events :- Income	40,682	35,089	(5,593)			115.9%
4000 Salaries	71,290	105,830	34,540		34,540	67.4%
4074 Armed Forces Day	7,852	7,568	(284)		(284)	103.7%
4076 Christmas Lights Switch On	7,105	9,922	2,817		2,817	71.6%
4300 Town Mayor's Inauguration	1,710	1,710	0		0	100.0%
4310 Town Mayors Sunday	5,099	4,649	(450)		(450)	109.7%
4320 Battle of Britain	2,323	1,275	(1,048)		(1,048)	182.2%
4330 Remembrance Day	5,346	7,545	2,199		2,199	70.9%
4360 Canalside Festival	13,756	14,454	698		698	95.2%
4370 Banbury Music Mix	3,195	4,971	1,776		1,776	64.3%
4380 Banbury Show	14,402	14,402	(0)		(0)	100.0%
4390 Food Festivals	10,966	13,228	2,262		2,262	82.9%
4860 Diamond Jubilee	20	20	0		0	98.9%
5001 Seasonal Events	3,445	3,369	(76)		(76)	102.3%
Town Council Events :- Indirect Expenditure	146,509	188,943	42,434	0	42,434	77.5%
Net Income over Expenditure	(105,827)	(153,854)	(48,027)			

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
<u>311 Town Hall</u>						
1021 Licence and Premises Hire	8,072	16,144	8,072			50.0%
1022 Premises Hire	5,194	3,691	(1,503)			140.7%
Town Hall :- Income	13,266	19,835	6,569			66.9%
4000 Salaries	18,727	26,651	7,924		7,924	70.3%
4010 N N D Rates	17,425	19,360	1,935		1,935	90.0%
4011 Water Charges	0	560	560		560	0.0%
4013 Electricity	6,840	10,970	4,130		4,130	62.3%
4014 Gas	1,652	1,797	145		145	91.9%
4015 Alarms	420	1,420	1,000		1,000	29.6%
4016 Window Cleaning	0	490	490		490	0.0%
4019 Cleaning Materials	318	638	320		320	49.8%
4023 Stationery/Office Supplies	132	415	283		283	31.8%
4025 Insurance	13,563	13,563	0		0	100.0%
4032 Advertising/Publicity	0	350	350		350	0.0%
4071 Purchase Equipment	45	506	461		461	9.0%
4120 Building M & R (Other Contract	5,695	5,746	51		51	99.1%
4502 R & M Plant & Equipment	809	5,946	5,137		5,137	13.6%
4850 Uniforms	0	100	100		100	0.0%
4870 Catering	156	27	(129)		(129)	577.7%
4871 Licences inc PRS Fees	618	588	(30)		(30)	105.1%
Town Hall :- Indirect Expenditure	66,400	89,127	22,727	0	22,727	74.5%
Net Income over Expenditure	(53,135)	(69,292)	(16,157)			
<u>315 Other Services to the Public</u>						
4700 Christmas Lighting Scheme	17,797	70,667	52,870		52,870	25.2%
4724 Open Air Pool Subsidy	0	95,722	95,722		95,722	0.0%
4900 Grants	7,940	15,000	7,060		7,060	52.9%
4901 Crime Prevention Support	3,000	8,300	5,300		5,300	36.1%
Other Services to the Public :- Indirect Expenditure	28,737	189,689	160,952	0	160,952	15.1%
Net Expenditure	(28,737)	(189,689)	(160,952)			
<u>320 Other Costs and Income</u>						
1176 Precept Received	2,299,215	2,299,215	0			100.0%
1190 Interest Received	24,562	197,817	173,255			12.4%
Other Costs and Income :- Income	2,323,777	2,497,032	173,255			93.1%
Net Income	2,323,777	2,497,032	173,255			
Resources Committee :- Income	2,377,725	2,551,956	174,231			93.2%
Expenditure	509,718	899,459	389,741	0	389,741	56.7%
Movement to/(from) Gen Reserve	1,868,007	1,652,497	(215,510)			

	Actual Year To Date	Projected Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent
Grand Totals:- Income	3,089,411	3,600,139	510,728			85.8%
Expenditure	2,011,998	3,595,978	1,583,980	0	1,583,980	56.0%
Net Income over Expenditure	<u>1,077,413</u>	<u>4,161</u>	<u>(1,073,252)</u>			
Movement to/(from) Gen Reserve	<u>1,077,413</u>	<u>4,161</u>	<u>(1,073,252)</u>			

**GENERAL SERVICES COMMITTEE
16 DECEMBER 2025**

**RESOURCES COMMITTEE
6 JANUARY 2026**

REPORT OF THE TOWN CLERK & RFO

DRAFT ESTIMATES 2026/27

1. PURPOSE OF REPORT

- 1.1 To review and consider the draft estimates for 2026/27.

2. WARDS AFFECTED

- 2.1 All Wards.

3. EFFECT ON POLICY

- 3.1 None directly. Provision of funding as per the estimates will facilitate programmes or policies currently being pursued.

4. CONTACT OFFICER

Mark Hassall (Tel: 01295 817313)

5. COMMENTARY ON THE ESTIMATES

- 5.1 A Summary of the draft estimates 2026/27 is attached in **Appendix 1** together with a full copy of the Estimates (2026/27).
- 5.2 The estimates include income from fees and charges **Appendix 2**, subject to receipt of guidance from Members.
- 5.3 The estimates for 2026/27 have been set based on a 2% rise in precept, and a rise of 1.5% in households in the town due to general housing growth. A 4.0% inflation rise in salaries and contract costs has been assumed, or greater where specified.
- 5.4 The following comments on the estimates are materially relevant:

GENERAL SERVICES

COST CENTRE 101 Litter Control & Cleansing

Contractual costs with Cherwell District Council linked to forecast inflation in 26/27.

Cost Centre 103 Southam & Hardwick Cemetery

Reduced machinery replacement costs and associated reduction in release of earmarked reserve.

Cost Centre 110 Parks and Open Spaces

Ongoing investment in streetlighting Moorfields (£25k), and repair costs for Spiceball Bridge adjacent to the weir (£17k), Reduced earmark reserve for mower replacement undertaken in 25/26.

Cost Centre 114 Park Rangers

Inflationary salary increases offsetting 25/26 vacancy saving

Cost Centre 120 Football Pitches & Horton View

Reduced refurbishment costs following investment in 25/26 at Horton View.

Cost Centre 160 Capital costs

Capital costs at Windrush Park, Hardwick Hill Cemetery Extension, St Marys Churchyard refurbishment, offset by release of Hardwick Hill Cem reserve (£120k), St Marys Refurb (£60k)

RESOURCES

Cost Centre 301 Corporate Management

Reduced legal costs estimated.

Cost Centre 310 Town Council Events

Preserve 25/26 actual costs associated with Mayoral Inauguration and Remembrance Day.

Cost Centre 311 & 315 Town Hall & Other Services to the Public

Ongoing support by Banbury Town Council following the removal of Christmas Lights funding by Cherwell District Council, the Christmas Lights scheme was refreshed across the town in 24/25, followed by ongoing maintenance and operation into 26/27. Ongoing subsidy of operation costs for Woodgreen Outdoor Pool, alongside reduced election costs following 2024 full election. Town Hall building M&R include passenger lift repairs and Bell tower access repairs to enable safer working practices.

Reserve funds to further support CCTV provision (£10k).

Cost Centre 320 Other Costs and Income

Interest income in 25/26 projected to be broadly sustained in 26/27 despite reducing interest rates, reflecting greater pooling of investments into longer term instruments, supported by increased precept income.

6. FINANCIAL EFFECTS AND RISK ASSESSMENT

- 6.1 The overall proposals are felt to reflect a satisfactory basis for the Council to discharge its commitments for 2026/27. They include some key changes which will facilitate increased activity in certain service areas.
- 6.2 Consideration of this report falls within the provision of Section 106 of the Local Government Finance Act 1992 and Members affected by those provisions should declare accordingly and refrain from voting.

7. RECOMMENDATION

- 7.1 That the Committees:
 - 7.1.1 Refer the draft estimates for 2026/27, together with any comments, to the Full Council.

Background Papers: none.

APPENDIX 1 - Banbury Town Council



Budget expense phasing for 2026/27

	Expenditure Favourable/(Adverse)			Narrative on Var vs Forecast	Income Favourable/(Adverse)			Narrative on Var vs Forecast	Net Budget 26/27	FY Var to Prior Year Forecast
	Budget 26/27	Prior Yr Forecast	Var to Prior Year Forecast		Budget 26/27	Prior Yr Forecast	Var to Prior Year Forecast			
General Services										
101 Litter Control & Cleansing	187,409	179,405	(8,004)	CDC cleansing contract inflation increase	0	0	0		187,409	(8,004)
103 Southam Road Cemetery	355,830	390,114	34,284	Reduced machinery replacement costs	81,121	126,555	(45,434)	Reduced earmark reserve for machinery replacement	274,709	(11,150)
110 Parks and Open Spaces	855,779	856,603	824	Streetlighting Moorfields (£25k), Spiceball Bridge repairs (£17k)	8,747	38,892	(30,145)	Reduced earmark reserve for mower replacement	847,032	(29,321)
113 Allotments	10,074	31,264	21,190	Prior year Woodgreen access roadway works	4,854	19,030	(14,176)	Prior year reerve release Woodgreen access roadway works	5,220	7,014
114 Park Rangers	212,124	199,648	(12,475)	Salaries, offseting 25/26 vacancy saving	0	0	0		212,124	(12,475)
115 Development Commuted Sums	0	0	0		105,866	105,866	0	Phasing of 1/15th of commuted sums expiration	(105,866)	0
120 Sports Facilities	180,761	191,459	10,698	Reduced refurb costs	29,622	46,045	(16,423)	Reduced refurb reserve release	151,139	(5,725)
131 Banbury in Bloom	12,307	9,899	(2,408)		0	0	0		12,307	(2,408)
132 Banbury Cross& FineLady Statue	5,800	11,496	5,696		0	0	0		5,800	5,696
150 Public Clocks	4,516	6,852	2,336		0	0	0		4,516	2,336
160 Capital Costs	251,500	805,725	554,225	Capital costs at Windrush Park, Hardwick Hill Cemetery Extension, St Marys Churchyard refurbishment	180,000	711,794	(531,794)	Release of Hardwick Hill Cem reserve (£120k), St Marys Refurb (£60k)	71,500	22,430
201 Bus Shelters	10,540	10,040	(500)		0	0	0		10,540	(500)
202 Salt Bins	4,000	4,000	0		0	0	0		4,000	0
	2,090,640	2,696,505	605,865		410,209	1,048,181	(637,972)		1,680,431	(32,107)
Resources										
301 Corporate Management	21,394	33,139	11,745	Reduced legal costs	0	0	0		21,394	11,745
302 Civic and Ceremonial	19,554	15,885	(3,669)		0	0	0		19,554	(3,669)
305 Central Administration	397,915	382,674	(15,241)		0	0	0		397,915	(15,241)
310 Town Council Events	195,850	188,942	(6,908)	Preserve 25/26 actual costs associated with Mayoral Innauguration and Remembrance Day	27,060	35,089	(8,029)		168,790	(14,936)
311 Town Hall	97,074	89,127	(7,947)	Building M&R - Lift repairs, Bell tower access repairs	19,480	19,835	(355)		77,594	(8,302)
315 Other Services to the Public	206,436	189,689	(16,747)	Reserve funds to further support CCTV provision (£13k)	0	0	0		206,436	(16,747)
320 Other Costs and Income	10,000	0	(10,000)	Building M&R - Town Hall	2,582,602	2,497,032	85,570	Council tax households increase by 1.69% and Band D tax increase by 2%	(2,572,602)	75,570
	948,223	899,456	(48,767)		2,629,142	2,551,956	77,186		(1,680,919)	28,419
Total	3,038,863	3,595,961	557,098		3,039,351	3,600,137	(560,786)	(Surplus)/Deficit	(489)	(3,688)

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

COMMITTEE DETAILS	Actual 2023/24	Actual 2024/25	Forecast 2025/26	Budget 2026/27
Service Committees:				
General Services Committee	1,316,010 65%	1,110,087 65%	1,648,324 72%	1,680,431 70%
Resources Committee	713,103 35%	608,505 35%	646,715 28%	703,835 30%
Net Expenditure of Committees:	2,029,113	1,718,592	2,295,039	2,384,266
COUNCIL TAX REQUIREMENT				
Relevant Tax Base	16,635	17,212	17,394	17,688
% Rise	2.69%	3.47%	1.06%	1.69%
Council Tax	127.05	129.59	132.18	134.82
% Rise	2.00%	2.00%	2.00%	2.00%
WORKING BALANCE				
Proceeds from Precept	2,113,477	2,230,503	2,299,215	2,384,754
Net Requirement (as above)	-2,029,113	-1,718,592	-2,295,039	-2,384,266
<i>Movement on year (incl movement in reserves)</i>	84,364	511,911	4,176	489
Reserves				
General Fund	1,498,352	2,010,263	2,014,439	2,014,928
Months expenditure cover	9	14	11	10

Version set-up:
23/12/2025
2026_27 Budget Cover sheets

M Hassall
Town Clerk & RFO

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

A/C No.	Management Centre	Actual 2023/24	Actual 2024/25	Forecast 2025/26	Budget 2026/27
101	Litter Control & Cleansing	160,236	167,523	179,405	187,409
103	Southam Road & Hardwick Hill Cemetery	222,475	237,072	263,560	274,709
110	Parks & Open Spaces	683,768	707,982	817,711	847,032
113	Allotments	3,234	3,639	12,234	5,220
114	Park Rangers	209,755	192,615	199,648	212,124
115	CSGM	-98,598	-347,209	-105,866	-105,866
116	Town Fairs	-1,070	0	0	0
120	Football Pitches & Horton View	107,401	115,009	145,414	151,139
131	Banbury in Bloom	10,161	10,704	9,899	12,307
132	Banbury Cross and Fine Lady Statue	0	0	11,496	5,800
150	Public Clocks	1,265	2,834	6,852	4,516
160	Capital Costs	11,041	17,794	93,930	71,500
201	Bus Shelters	2,240	1,850	10,040	10,540
202	Salt Bins	4,102	274	4,000	4,000
	NET EXPENDITURE	1,316,010	1,110,087	1,648,324	1,680,431

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
<u>General Services Committee</u>				
101 Litter Control & Cleansing				
4107 Equipment General	0	2,159	7,426	8,500
4109 Cleansing Contract	160,236	165,364	171,979	178,909
Total OverHead Expenditure	<u>160,236</u>	<u>167,523</u>	<u>179,405</u>	<u>187,409</u>
Net Expenditure	<u>160,236</u>	<u>167,523</u>	<u>179,405</u>	<u>187,409</u>

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
General Services Committee				
103 Hardwick Hill & Southam Road Cemetery				
4000 Salaries	215,012	242,947	261,896	270,580
4006 Training	5,001	299	5,305	5,000
4010 NND Rates	6,737	6,737	6,737	7,080
4011 Water Charges	211	167	1,400	1,400
4013 Electricity	544	4,019	963	960
4014 Gas	127	841	899	900
4019 Cleaning Materials	435	0	601	600
4020 Telephone	811	585	690	840
4023 Stationery/Office Supplies	0	0	191	200
4025 Insurance	9,175	6,175	5,927	7,000
4026 Subscriptions	365	375	110	0
4070 Computer Software	2,260	5,076	0	0
4071 Purchase Equipment	2,270	3,124	5,140	5,700
4072 Leasing Equipment	224	554	2,416	2,500
4100 Purchase Materials	5,095	3,105	3,901	3,900
4120 Building M&R (Other Contractors)	17,592	17,396	10,520	12,000
4122 Landscaping (Other Contractors)	5,222	12,161	15,324	15,000
4123 Minor Alterations & Improvements	6,545	17,872	6,501	6,550
4132 Purchase Protective Clothing	2,641	909	2,037	2,500
4137 Burial Chamber costs	3,780	8,566	0	0
4502 R & M Plant & Equipment	10,554	2,804	7,654	7,500
4570 Lease Vehicle Charges	0	0	46,500	0
4571 Service Charges	500	628	2,284	2,500
4572 Fuel	2,734	3,369	3,120	3,120
Total OverHead Expenditure	297,835	337,709	390,114	355,830
1000 Miscellaneous Income	1,835	230	224	0
1004 Burial Chambers	3,900	3,450	5,760	5,040
1005 Burial Fees	39,255	49,080	40,090	41,000
1007 Memorial Applications	16,030	18,795	14,005	14,000
1008 Exclusive Rights of Burial	9,665	24,425	16,395	16,500
1009 Out of Hours Burial Fees	475	360	0	0
1022 Premises Hire	4,200	4,297	4,581	4,581
1500 Contribution from Reserves	0	0	45,500	0
Total Income	75,360	100,637	126,555	81,121
Net Expenditure	222,475	237,072	263,560	274,709

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
General Services Committee				
110 Parks and Open Spaces				
4000 Salaries	212,815	212,759	231,549	251,301
4006 Training	1,068	360	5,150	5,600
4008 Car Allowance - Employee	1,200	1,500	1,500	1,500
4010 N N D Rates	144	0	0	0
4011 Water Charges	1,282	1,522	2,640	2,640
4013 Electricity	232	5,715	8,034	8,030
4020 Telephone	1,249	980	1,200	1,320
4023 Stationery/Office Supplies	936	0	750	800
4025 Insurance	16,239	16,239	14,320	15,000
4026 Subscriptions	-188	1,665	2,267	2,263
4032 Advertising/Publicity	0	0	300	300
4061 Management Plans	0	0	0	7,500
4070 Computer Software	10,795	17,036	19,442	24,105
4100 Purchase Materials	2,068	2,901	7,620	6,000
4107 Equipment General	10,417	11,856	11,518	11,500
4120 Building M&R (Other Contractors)	4,360	15,016	70,863	59,500
4121 Grounds Maint. (Other Contractors)	201,142	203,989	210,564	225,400
4122 Landscaping (Other Contractors)	23,177	38,890	30,115	28,000
4124 Building M&R People's Park	8,320	57,120	8,719	10,750
4132 Purchase Protective Clothing	364	573	1,302	1,300
4500 Arboriculture	45,874	45,939	92,589	54,802
4501 Playground Equipment R&M	107,298	40,092	75,033	75,000
4502 Plant & Equipment R&M	3,323	3,323	3,000	3,000
4503 Purchase of Signs	600	265	6,000	6,000
4510 Floral Bedding	14,532	15,666	14,918	16,585
4511 Trees & Shrubs	14,552	4,621	14,000	14,000
4512 Bulbs	4,433	4,730	5,664	6,000
4514 Chemical Applications	6,477	6,739	10,354	10,682
4515 Aviary Maintenance	2,385	1,765	3,193	2,900
4570 Lease Vehicle Charges	0	13,161	0	0
4571 Service Charges	275	559	2,000	2,000
4572 Fuel	1,577	1,968	2,000	2,000
Total OverHead Expenditure	696,946	726,949	856,603	855,779
1000 Miscellaneous Income	6,842	9,851	3,123	0
1010 Land Rents	6,336	9,116	10,770	8,747
1500 Contribution from Reserves	0	0	25,000	0
Total Income	13,178	18,967	38,892	8,747
Net Expenditure	683,768	707,982	817,711	847,032

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
General Services Committee				
113 Allotments				
4011 Water Charges	327	1,614	600	600
4070 Computer Software	213	359	451	450
4100 Purchase Materials	245	864	1,915	1,000
4120 Building M&R (Other Contractors)	1,385	1,270	8,324	2,000
4121 Grounds Maint. (Other Contractors)	3,026	6,041	4,551	3,024
4520 Private Contractors	2,344	4,793	15,423	3,000
Total OverHead Expenditure	7,540	14,941	31,264	10,074
1010 Land Rents	4,306	11,302	5,030	4,854
1500 Contribution from Reserves	0	0	14,000	0
Total Income	4,306	11,302	19,030	4,854
Net Expenditure	3,234	3,639	12,234	5,220

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
General Services Committee				
114 Park Rangers				
4000 Salaries	133,050	139,402	138,475	153,525
4006 Training	3,428	723	5,008	5,000
4010 N N D Rates	7,738	8,034	8,236	8,236
4011 Water Charges	1,317	1,587	1,000	1,000
4013 Electricity	-57	397	1,401	1,400
4014 Gas	455	802	964	960
4015 Alarms	4,867	0	0	0
4020 Telephone	1,474	1,452	1,654	1,800
4025 Insurance	20,423	18,665	16,758	14,203
4100 Purchase Materials	1,000	1,915	1,200	1,200
4107 Equipment General	3,678	1,050	2,000	2,000
4120 Building M&R (Other Contractors)	1,531	2,759	5,098	4,800
4124 Building M&R Peoples Park	11,995	156	0	0
4131 Purchase Equipment	4,762	140	4,200	4,200
4132 Purchase Protective Equipment	1,615	283	2,000	2,000
4502 R & M Plant & Equipment	0	0	455	600
4571 Service Charges	9,628	12,388	9,000	9,000
4572 Fuel	2,851	2,862	2,200	2,200
Total OverHead Expenditure	209,755	192,615	199,648	212,124
1500 Contribution from Reserves	0	0	0	0
Total Income	0	0	0	0
Net Expenditure	209,755	192,615	199,648	212,124

BANBURY TOWN COUNCIL**Estimates Summary 2026/27**

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
<u>General Services Committee</u>				
115 CSGM				
1086 Commuted Sums Received	0	0	0	0
1500 Contribution from Reserves	98,598	347,209	105,866	105,866
Total Income	<u>98,598</u>	<u>347,209</u>	<u>105,866</u>	<u>105,866</u>
Net Expenditure	<u>-98,598</u>	<u>-347,209</u>	<u>-105,866</u>	<u>-105,866</u>

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
<u>General Services Committee</u>				
116 Town Fairs				
1050 Hiring for Events	1,070	0	0	0
Total Income	1,070	0	0	0
Net Expenditure	-1,070	0	0	0

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
<u>General Services Committee</u>				
120 Horton View & Football Pitches				
4000 Salaries	0	0	0	11,000
4010 NND Rates	7,111	7,111	17,766	7,500
4011 Water Charges	403	687	1,611	1,800
4013 Electricity	4,777	7,568	7,880	7,500
4014 Gas	1,823	3,616	3,501	3,750
4017 Caretaking & Cleaning	5,942	11,949	12,688	0
4019 Cleaning Materials	846	604	1,201	1,200
4100 Purchase Materials	6,765	6,424	8,001	7,500
4107 Equipment General	26,455	11,949	4,000	5,500
4109 Cleansing Contract	3,840	0	0	0
4120 Building M&R (Other Contractors)	19,691	27,962	25,251	30,500
4121 Grounds Maint. (Other Contractors)	60,508	71,324	84,832	94,381
4530 Private Contractors	8,166	6,093	8,729	10,130
4570 Vehicle Charges	0	0	16,000	0
Total OverHead Expenditure	146,327	155,287	191,459	180,761
1020 Sports Hire	12,937	13,832	18,250	17,865
1021 Licence & Premises Hire	25,969	26,471	11,795	11,757
1051 Deposits	20	-25	0	0
1500 Contribution from Reserves	0	0	16,000	0
Total Income	38,926	40,278	46,045	29,622
Net Expenditure	107,401	115,009	145,414	151,139

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
<u>General Services Committee</u>				
131 Banbury in Bloom				
4651 Floral Sponsorship	8,587	8,580	8,257	8,257
4652 Planting Day in the Park	1,243	1,868	1,642	4,050
4654 Hanging Basket Workshop	331	256	0	0
Total OverHead Expenditure	10,161	10,704	9,899	12,307
1000 Misc Income	0	0	0	0
Total Income	0	0	0	0
Net Expenditure	10,161	10,704	9,899	12,307

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
General Services Committee				
132 Banbury Cross & Fine Lady Statue				
4120 Building M&R (Other Contractors)	0	0	11,496	5,800
Total OverHead Expenditure	<u>0</u>	<u>0</u>	<u>11,496</u>	<u>5,800</u>
Net Expenditure	<u>0</u>	<u>0</u>	<u>11,496</u>	<u>5,800</u>

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
General Services Committee				
150 Public Clocks				
4000 Salaries	867	895	986	1,056
4013 Electricity	388	232	360	360
4120 Building M&R (Other Contractors)	10	0	3,906	1,500
4521 Service of Public Clock	0	1,707	1,600	1,600
Total OverHead Expenditure	1,265	2,834	6,852	4,516
Net Expenditure	1,265	2,834	6,852	4,516

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
General Services Committee				
160 Capital Costs				
4551 Capital - Cemeteries	0	0	31,900	120,000
4552 Capital - Play Areas	6,141	17,794	141,500	71,500
4554 Capital - Park Improvements	4,900	0	632,325	60,000
Total OverHead Expenditure	11,041	17,794	805,725	251,500
1500 Contribution from Reserves	0	0	711,794	180,000
Total Income	0	0	711,794	180,000
Net Expenditure	11,041	17,794	93,930	71,500

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
General Services Committee				
201 Bus Shelters				
4109 Cleansing Contract	1,680	805	1,820	1,820
4800 New Shelters	0	0	6,000	6,000
4802 Maintenance	560	1,045	2,220	2,720
Total OverHead Expenditure	2,240	1,850	10,040	10,540
Net Expenditure	2,240	1,850	10,040	10,540

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
General Services Committee				
202 Salt Bins				
4107 Equipment	4,102	274	4,000	4,000
Total OverHead Expenditure	4,102	274	4,000	4,000
Net Expenditure	4,102	274	4,000	4,000

BANBURY TOWN COUNCIL					
Estimates Summary 2026/27					
A/C No.	Management Centre	Actual	Actual	Forecast	Budget
		2023/24	2024/25	2025/26	2026/27
301	Corporate Management	14,682	22,585	33,139	21,394
302	Civic and Ceremonial	7,713	8,650	15,885	19,554
305	Central Administration	284,298	301,422	382,674	397,915
310	Town Council Events	165,843	152,075	153,854	168,790
311	Town Hall	104,684	86,545	69,291	77,594
315	Other Services to the Public	270,225	266,268	189,689	206,436
320	Other Costs and Income	-2,247,813	-2,459,560	-2,497,032	-2,572,602
	NET EXPENDITURE	-1,400,368	-1,622,015	-1,652,500	-1,680,919

Note on Summary Resources Expenditure					
Net expenditure for Resources	-1,400,368	-1,622,015	-1,652,500	#####	
less: Council Tax due to be received	2,113,471	2,230,520	2,299,215	#####	
Total Resources expenditure excluding Council Tax received	713,103	608,505	646,715	703,835	

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

<u>Committee and Budget Description</u>	<u>2023/24 Actual</u>	<u>2024/25 Actual</u>	<u>2025/26 Forecast</u>	<u>2026/27 Budget</u>
<u>Resources Committee</u>				
301 Corporate Management				
4050 Bank Charges	2,384	2,356	1,542	2,200
4056 Internal Audit	1,480	1,520	1,510	1,510
4057 Audit Fees	2,520	2,520	2,940	3,234
4058 Professional Fees	7,088	4,381	6,050	6,700
4059 Legal Support	1,210	11,808	21,098	7,750
Total OverHead Expenditure	14,682	22,585	33,139	21,394
Net Expenditure	14,682	22,585	33,139	21,394

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Resources Committee				
302 Civic and Ceremonial				
4000 Salaries	1,120	1,086	949	1,273
4006 Training	0	0	350	350
4022 Printing	80	0	1,005	975
4023 Stationery/Office Supplies	86	56	288	336
4026 Subscriptions	0	0	320	320
4850 Uniforms	120	7	200	200
4851 Incoming Mayor's Allowance	2,915	1,846	10,000	10,000
4852 Outgoing Mayor's Allowance	1,120	1,566	-651	1,000
4854 Civic Property Maintenance	36	355	450	450
4855 Civic Insignia	2,431	4,393	2,950	4,650
4870 Catering	0	0	24	0
Total OverHead Expenditure	7,908	9,309	15,885	19,554
1000 Miscellaneous Income	195	659	0	0
Total Income	195	659	0	0
Net Expenditure	7,713	8,650	15,885	19,554

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Resources Committee				
305 Central Administration				
4000 Salaries	231,032	232,036	286,015	301,138
4005 Professional Subscriptions	1,602	1,277	733	1,482
4006 Training	1,858	1,175	5,700	5,700
4007 Subsistence	1,263	788	2,724	1,850
4009 Travel Allowance	0	0	0	125
4010 NNDR Rates	18	0	159	0
4020 Telephone	4,341	4,108	5,770	3,600
4021 Postage	1,560	1,447	1,329	3,300
4022 Printing	1,908	2,084	3,574	2,520
4023 Stationery/Office Supplies	2,853	2,076	1,805	2,520
4025 Insurance	6,064	6,670	5,605	5,875
4026 Subscriptions	5,532	6,738	7,211	6,815
4031 Staff Advertising	0	6,358	2,000	2,000
4032 Advertising/Publicity	2,355	2,386	2,840	2,500
4033 Tourism/Marketing	1,966	2,444	19,212	22,160
4035 Books & Publications	0	0	1,029	200
4070 Computer Software	19,221	30,534	33,588	27,655
4071 Purchase Equipment	41	789	80	100
4073 Purchase Furniture	123	9	959	1,000
4136 Purchase IT Equipment	2,130	289	1,467	1,500
4850 Uniforms	306	214	500	500
4856 Photography	125	0	375	375
5000 Contingency Fund & Provision	0	0	0	5,000
Total OverHead Expenditure	284,298	301,422	382,674	397,915
Net Expenditure	284,298	301,422	382,674	397,915

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Resources Committee				
310 Town Council Events				
4000 Salaries	98,870	101,432	105,830	110,146
4074 Armed Forces Day Expense	2,956	5,278	7,568	7,568
4076 Christmas Lights Switch On	12,062	9,143	9,922	9,922
4300 Town Mayor's Inauguration	1,986	2,044	1,710	2,098
4310 Town Mayors Sunday	6,535	5,567	4,649	4,649
4320 Battle of Britain	1,936	1,897	1,275	2,297
4330 Remembrance Day	3,836	4,017	7,545	6,078
4360 Canalside Festival	18,886	13,693	14,454	15,274
4370 Banbury Music Mix	4,865	7,093	4,971	6,985
4380 Banbury Show	-63	15,279	14,402	15,708
4390 Food Festivals	22,492	14,537	13,228	15,125
4860 National Celebrations	37,720	0	20	0
5001 Seasonal Events	3,903	1,238	3,369	0
Total OverHead Expenditure	215,984	181,218	188,942	195,850
1000 Miscellaneous Income	4,768	3,108	3,348	0
1055 Food Festivals	12,310	11,243	12,251	12,800
1070 Canalside Festival Income	15,274	8,365	8,987	7,760
1073 Town Mayor's Sunday	3,484	1,663	2,092	1,300
1074 Armed Forces Day Income	0	0	700	0
1075 Banbury Show Income	0	3,504	3,918	4,000
1076 Christmas Lights Switch On	4,050	1,260	0	1,200
1860 National Celebrations	10,255	0	3,793	0
Total Income	50,141	29,143	35,089	27,060
Net Expenditure	165,843	152,075	153,854	168,790
Net Costs				
Food Festivals	10,182	11,243	977	2,325
Canalside Festival Income	3,612	8,365	5,467	7,514
Town Mayor's Sunday	3,051	1,663	2,557	3,349
Banbury Show/National Celebrations	27,402	3,504	6,712	11,708
Christmas Lights	8,012	1,260	9,922	8,722
Civic Events	10,714	0	17,398	18,041
Total	62,973	26,035	43,032	51,658

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Resources Committee				
311 Town Hall				
4000 Salaries	28,446	29,437	26,651	26,446
4010 NND Rates	19,027	19,856	19,360	20,328
4011 Water Charges	732	964	560	960
4013 Electricity	13,323	7,545	10,970	8,400
4014 Gas	4,640	-1,472	1,797	1,200
4015 Alarms	1,200	3,768	1,420	1,000
4016 Window Cleaning	245	305	490	500
4019 Cleaning Materials	1,643	867	638	1,450
4023 Stationery/Office Supplies	309	513	415	500
4025 Insurance	15,234	14,077	13,563	14,325
4032 Advertising/Publicity	479	0	350	600
4071 Purchase Equipment	1,318	1,324	506	2,500
4120 Building M&R (Other Contractors)	16,767	12,088	5,746	11,960
4502 Plant & Equipment R&M	5,537	5,387	5,946	4,775
4850 Uniforms	237	20	100	200
4870 Catering	2,193	1,309	27	1,380
4871 Licences, incl PFS Fees	949	3,338	588	550
Total OverHead Expenditure	112,279	99,326	89,127	97,074
1021 Licence & Premises Hire	0	5,381	16,144	16,480
1022 Premises Hire	7,595	7,400	3,691	3,000
Total Income	7,595	12,781	19,835	19,480
Net Expenditure	104,684	86,545	69,291	77,594

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Resources Committee				
315 Other Services to the Public				
4700 Lighting Scheme	78,666	120,044	70,667	70,628
4724 Woodgreen Pool Subsidy	88,598	91,164	95,722	100,508
4900 Grants	7,000	10,093	15,000	15,000
4901 Crime Prevention Support	3,000	3,000	8,300	16,300
4902 Election Costs	3,814	41,967	0	3,000
4903 Local Honors Scheme	0	0	0	1,000
Total OverHead Expenditure	270,225	266,268	189,689	206,436
 1500 Contribution from Reserves	 0	 0	 0	 0
Total Income	0	0	0	0
Net Expenditure	270,225	266,268	189,689	206,436

BANBURY TOWN COUNCIL

Estimates Summary 2026/27

Committee and Budget Description	2023/24 Actual	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Resources Committee				
320 Other Costs and Income				
4951 Revenue Contribution to Capital Projects	21,572	6,406	0	10,000
Total OverHead Expenditure	21,572	6,406	0	10,000
1176 Precept Received	2,113,471	2,230,520	2,299,215	2,384,754
1190 Interest Received	155,914	235,446	197,817	197,848
Total Income	2,269,385	2,465,966	2,497,032	2,582,602
Net Expenditure	-2,247,813	-2,459,560	-2,497,032	-2,572,602



APPENDIX 2

BANBURY TOWN COUNCIL SOUTHAM ROAD AND HARDWICK HILL CEMETERIES		2025/26	2026/27
(a) <u>INTERMENT</u>			
Child – NVF/Stillbirth to 1 month	£50.00	£52.00	
Child over 1 month – 4 years	£70.00	£72.00	
Child aged 5 years – 11 years	£100.00	£105.00	
Child Ashes	£45.00	£45.00	
<u>Lawn Section</u>			
Over 12 years (Single)	£470.00	£490.00	
(Double)	£395.00	£410.00	
(Treble)	£510.00	£530.00	
(Re-open Single)	£385.00	£400.00	
<u>General Section – Hardwick Hill Only</u>			
Over 12 years (Single)	£635.00	£660.00	
(Double)	£590.00	£615.00	
(Treble)	£670.00	£695.00	
(Re-open Single)	£570.00	£590.00	
Urn of Ashes only	£140.00	£145.00	
(All these charges are VAT exempt)			
Burial charges will be waived for resident within Banbury Town aged under 18 years.			
(b) <u>EXCLUSIVE RIGHT OF BURIAL</u> (75 year lease)			
12 years and under	£210.00	£220.00	
Over 12 years : Lawned Section	£415.00	£430.00	
General Section – Hardwick Hill Only	£460.00	£480.00	
Cremated Remains Section	£230.00	£240.00	
Columbarium	£780.00	£810.00	
(75 year lease – commence from date of purchase)			
All above fees in (a) and (b) will be tripled where the person to be interred was not a resident within Banbury Town			
(All of these charges are VAT exempt)			
(c) <u>ADDITIONAL CHARGES*</u>			
<u>Saturday Burials</u> (pre-arranged only)			
Must be booked by Thursday 3pm			
Burial	£375.00	£390.00	
Ashes Interment	£150.00	£155.00	
(These charges are VAT exempt)			



BANBURY TOWN COUNCIL SOUTHAM ROAD AND HARDWICK HILL CEMETERIES		2025/26	2026/27
(d) MONUMENTS (including first inscription) For the right to erect a memorial on a grave which ERB has been purchased (A Memorial Deed will be issued for 25 years for new headstones) Headstones not exceeding 91.5cm (or 36 inches in height) (30 inches in width and 10cm (4") in thickness) Miniature headstones and Tablets (up to grave width & by 60cm (or 24 inches) in height, 60 cms (24 inches) wide and 10cms (4") thick. <u>Hardwick Hill G, H, J, K Lawns – Installed on the beams</u> Headstones not exceeding 91.5cm (or 36 inches in height) (30 inches in width and 10cm (4") in thickness) Miniature headstones and Tablets (up to grave width & by 60cm (or 24 inches) in height, 60 cms (24 inches) wide and 10cms (4") thick Adult Kerbstones (excl. headstone) - General Sections of Southam Road & Hardwick Hill 12 years & under – Kerbstones (overall length 3' 8" including headstone) Adult Slab and Chippings (inside kerbstones) - General Sections of Southam Road & Hardwick Hill 12 years & under Slab and Chippings (inside kerbstones) (overall length 3' 8" including headstone) Vases Additional Inscriptions Columbarium – per inscription			
		£165.00	£170.00
		£125.00	£130.00
		£235.00	£245.00
		£195.00	£200.00
		£205.00	£215.00
		£115.00	£120.00
		£165.00	£170.00
		£90.00	£95.00
		£70.00	£70.00
		£70.00	£75.00
		£50.00	£55.00
(e) DEDICATION MEMORIALS Bench – 10 year lease Foundation base, wooden bench & Plaque provided Renewal of Bench lease for 10 years Plaque on Communal Bench – 10 years Memorial Tree planted (For the life of the tree) Temporary Wooden Marker (inscription name only)			
		£1,665.00	£1,730.00
		£832.00	£865.00
		£416.00	£430.00
		£550.00	£570.00
		£65.00	£68.00
(All of these charges include VAT)			
(f) ADDITIONAL New deed of grant Family History Search - charged per name (All of these charges are VAT exempt)			
		£12.00	£12.00
		£10.00	£10.00



BANBURY TOWN COUNCIL SOUTHAM ROAD AND HARDWICK HILL CEMETERIES	2025/26	2026/27
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MUSLIM BURIALS - New Muslim Area

(g) CHAMBER		
Chamber – Age 5 and under	£365.00	£380.00
Chamber – Age 6 and over	£720.00	£750.00

(h) INTERMENT		
Child – NVF/Stillbirth to 1 month	£50.00	£52.00
Child over 1 month – 4 years	£70.00	£72.00
Child aged 5 years – 11 years	£100.00	£105.00
Over 12 years - Single Interment	£470.00	£490.00
Pre-purchase Re-open of chamber	£250.00	£275.00
All above fees will be tripled where the person to be interred was not resident within Banbury Town.		
Burial charges will be waived for resident within Banbury Town aged under 18 years		

(i) ADDITIONAL CHARGES FOR WEEKEND AND BANK HOLIDAY SERVICES*		
Saturday Burials (pre-arranged only) Must be booked by Thursday 3pm	£375.00	£390.00
Short Notice Burials Sat/Sun/Bank Hols (These charges are VAT exempt)	£375.00	£390.00

* Subject to availability (Excludes Christmas and Boxing Day, Good Friday and Easter Sunday)

(j) EXCLUSIVE RIGHT OF BURIAL (75 year lease)		
12 years and under Over 12 years : Lawned Section	£210.00	£220.00
Over 12 years	£460.00	£480.00
(75 year lease – commence from date of purchase)		
All above fees (h) and (j) will be tripled where the person to be interred was not a resident within Banbury Town.		
(All of these charges are VAT exempt)		

(k) GRAVE MAINTENANCE		
Top up with soil and re-seed/turf	£35.00	£35.00
Charges payable in advance (incl.VAT)		



<u>FEES AND CHARGES</u>	<u>2025/26</u>	<u>2026/27</u>
<u>Football Pitches</u>		
Per season (maximum 21 matches)		
With changing accommodation	£770.00	£800.00
Without changing accommodation	£540.00	£560.00
Per match with changing accommodation (inc VAT)		
With changing accommodation	£85.00	£88.00
Without changing accommodation	£50.00	£52.00
<u>Notes:</u>		
1. 50% Reduction is allowed for teams under 18 years of age		
<u>Mini-Soccer Pitch</u>		
(Under 16s only without changing accommodation)		
Per match (inc VAT)	£25.00	£26.00
Per season (max 21 matches)	£300.00	£310.00

<u>CRICKET</u>		
Cricket Club (10 Matches)	£810.00	£840.00
Cricket Pitch (per match)	£115.00	£120.00
Cricket Pitch (Mon-Fri Evening only match)	50% of above	50% of above

<u>COURT FACILITY HIRE</u>		
Tennis Court – Public use (per hour)	£4.00	£4.00
Tennis Court – Commercial/Private hire	POA	POA
Playzone - Public use (per hour)	£2.50	£3.00
Playzone - Block Booking Under 18 years (per hour)	£10.00	£10.50
Playzone - Block Booking Over 18 years (per hour)	£20.00	£21.00
Playzone - Commercial/Private hire	POA	POA
MUGA – Public Use	£0.00	£0.00
MUGA – Commercial/Private hire	POA	POA

<u>COMMUNITY FACILITY HIRE</u>		
Horton View Hall (per hour)	£25.00	£25.00
Peoples Park Community Building (per hour)	£25.00	£25.00
Sports Pavilions (per hour)	£25.00	£25.00
Weekly Hire of sports ground and pavilion for organised sports training/camps	£280.00	£290.00
(VAT is incorporated at the standard rate ONLY where applicable)		



TOWN HALL - FEES AND CHARGES		
DETAILS OF CHARGES PER HOUR	2025/26	2026/27
	Monday – Sunday 08.00 - 23.00	Monday – Sunday 08.00 - 23.00
Main Hall	£55.00	£55.00
Ground Floor Function Room	£40.00	£40.00
Interview Room	£20.00	£20.00
Discounts for more than one Room		
Main Hall and Ground Floor Function Room	£85.00	£85.00
Additional Charges per hire		
Overnight Charge	POA	POA
Staging - per section £25.00		
Table Hire – each (48 hr period) £5.00		
Chair Hire - each (48 hr period) £2.00		
Chair Cover Hire – each (24 hr period) £2.00		

VAT is incorporated at the standard rate.



OTHER FEES AND CHARGES

<u>Fees and Charges</u>	<u>2025/26</u>	<u>2026/27</u>
<u>Allotments</u>		
All BTC sites in Banbury		
Full Plot	£32.00	£34.00
Half Plot	£16.00	£17.00
Quarter Plot	£8.00	£8.50
<u>Memorial Benches For Parks</u>		
Bench - 10 Year Lease Foundation base, metal bench and plaque provided	£2,200.00	£2,290.00
Renewal of Bench Lease for 10 years	£1,100.00	£1,145.00
Plaque on Communal Bench for 10 years	£416.00	£430.00
Memorial Tree Planted (For the life of the tree)	£550.00	£570.00
<u>Charges to HIRE Use of Parks</u>		
(Fair holders/other hirers)		
Spiceball Park – Per field		
Per Operational Day	£280.00	£290.00
Per Non-Operational Day	£140.00	£145.00
Spiceball Park – Additional field		
Per Operational Day	£140.00	£145.00
Per Non-Operational Day	£85.00	£90.00
All Other Parks		
Per Operational Day	£185.00	£190.00
Per Non-Operational Day	£95.00	£100.00

REVIEW OF INTERNAL AUDIT OF COUNCIL'S RECORDS AND CONTROL SYSTEMS FOR THE FINANCIAL YEAR 2025/26

Banbury Town Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and for ensuring that there is a sound system of internal control which facilitates the effective exercise of its functions.

The Council carries out an annual review of the effectiveness of its internal control procedures. This paper sets out the processes employed at Banbury Town Council.

Banbury Town Council seeks to ensure that the financial management of the Authority is robust and, in particular, that the following financial management principles are incorporated within the system of internal control:

- Compliance with Standing Orders for Contracts
- Compliance with budgetary procedure requirements
- Segregation of financial responsibilities where practicable
- Management supervision
- Personal accountability of staff as budget holders
- Development and maintenance of systems by Managers
- Monitoring of budgets for over and underspends.
- Regular periodic reviews and financial reports
- Setting targets to measure financial performance
- Regular reports showing actual expenditure and income against forecasts for reporting on and reviewing financial performance
- Clearly defined budget setting and capital expenditure guidelines
- Regular monitoring of reserves/balances

The process agreed by the Council which is applied in maintaining and reviewing the effectiveness of governance arrangements, including the system of internal control includes:-

- Reporting on any issues relating to value for money, to ensure use of resources in an economical, effective and efficient way.
- Approval through the relevant Standing Committees of budget plans, the subsequent collation of comments for policy guidance at the Town Council meeting on the setting of the budget and any Precept requirements for the following year.
- Responsibility through the Resources Committee for receiving regular reports on work in progress and to be programmed for the future on internal audit and external audit functions.
- Where any recommendations are made either by the Internal or External Auditor suggesting improvements to the effectiveness of the systems of governance and internal control, a plan of action will be agreed with the relevant Officer within a reasonable period to address weaknesses and to ensure agreed action is undertaken.

Monthly checks

The Town Clerk checks the original bank statements against the figures shown in the monthly reconciliation print out. The reconciliation is initialled by the Clerk. All cheques and instructions to bank are signed by two Councillors and the Town Clerk & RFO and a summary of invoices are available for inspection, with the originals available on request

The Clerk/RFO signs the monthly wages transfer created. He then prepares a bank transfer to move the money from the Council's main reserves into the Wages account. This transfer is checked and signed by two Councillors.

Meeting cycle checks

At each meeting cycle (approximately every 8 weeks), the Council receive a summary of expenditure against budget. Any significant variations are set out in a written report.

The Council also retains the services of an independent Internal Auditor who works to an agreed annual programme, which is regularly reported to the Resources Committee. The Internal Auditor has direct access to the Town Clerk. The Internal Auditor is Adrian Shepherd-Roberts of Auditing Solutions Ltd.

Annual checks

Adrian Shepherd-Roberts carries out a full audit of the Council's expenditure and receipts once a year. This audit is carried out at the Town Hall.

In addition to auditing the cashbook, salaries and VAT, the auditor will check that Officers have complied with Financial Regulations (adequate insurance, competitive tendering, delegations etc) and that Councillors have fulfilled their role including their monthly checks and the annual risk assessment. The Internal Auditors report is submitted to the Resources Committee and any recommendations are acted upon in line with agreed resolutions.

The Annual Return is signed off by the full Council after the RFO has explained the significance of section 2 outlining governance responsibilities. The report of the external auditor following review of the Annual Return is then submitted to the Council for consideration as soon as practicable following its receipt. If any changes are required to the Annual Return following the auditor's review it is re-submitted to the Council.

The budget is set by the Resources Committee in November/December and agreed by full Council in January. The budget is reviewed for appropriateness six months into the year and re-apportioned to service areas in line with evolving priorities of the Council.

Our grounds maintenance and other significant contracts are competitively tendered. Work that is outside of the scope of these contracts are quoted for if more than £5k or tendered for if greater than £25k and members receive reports of tender exercises.

The Council is invited to consider whether the various internal audit measures that are in place are commensurate with the sums of money involved.

December 2025

Grants and Budget Sub-Committee

Minutes of a Meeting of the Grants and Budget Sub-Committee held on
Tuesday, 02 December 2025 at 4.15pm in the Town Hall, Banbury.

Present: Councillor Hussain (Chair)

Councillors: Councillors Beere, Biegel, Richards and Stansfield.

Officers: Mark Hassall (Town Clerk & RFO)
Paul Almond (Director of Environment)
Helen Durkin (Executive Officer)

GB.1/25

Apologies

Cllr Cherry, Cllr Mallon

GB.2/25

Declarations of Interest

None.

GB.3/25

Minutes of the last Meeting

NONE.

GB.4/25

Draft Estimates for 2026/27

The Draft Estimates for 2026/27 had been prepared by Officers and reviewed to go to the next meetings.

The estimates for 2026/27 have been set based on a 2% rise in precept, and a rise of 1.5% in households in the town due to general housing growth. A 4.0% inflation rise in salaries and contract costs has been assumed, or greater where specified.

The following comments on the estimates are materially relevant:

GENERAL SERVICES

COST CENTRE 101 Litter Control & Cleansing

Contractual costs with Cherwell District Council linked to forecast inflation in 26/27.

Cost Centre 103 Southam & Hardwick Cemetery

Reduced machinery replacement costs and associated reduction in release of earmarked reserve.

Cost Centre 110 Parks and Open Spaces

Ongoing investment in streetlighting Moorfields (£25k), and repair costs for Spiceball Bridge adjacent to the weir (£17k), Reduced earmark reserve for mower replacement undertaken in 25/26.

Cost Centre 114 Park Rangers

Inflationary salary increases offsetting 25/26 vacancy saving

Cost Centre 120 Football Pitches & Horton View

Reduced refurbishment costs following investment in 25/26 at Horton View.

Cost Centre 160 Capital costs

Capital costs at Windrush Park, Hardwick Hill Cemetery Extension, St Marys Churchyard refurbishment, offset by release of Hardwick Hill Cem reserve (£120k), St Marys Refurb (£60k)

RESOURCES

Cost Centre 301 Corporate Management

Reduced legal costs estimated.

Cost Centre 310 Town Council Events

Preserve 25/26 actual costs associated with Mayoral Inauguration and Remembrance Day.

Cost Centre 311 & 315 Town Hall & Other Services to the Public

Ongoing support by Banbury Town Council following the removal of Christmas Lights funding by Cherwell District Council, the Christmas Lights scheme was refreshed across the town in 24/25, followed by ongoing maintenance and operation into 26/27. Ongoing subsidy of operation costs for Woodgreen Outdoor Pool, alongside reduced election costs following 2024 full election.

Town Hall building M&R include passenger lift repairs and Bell tower access repairs to enable safer working practices.

Reserve funds to further support CCTV provision (£10k).

Cost Centre 320 Other Costs and Income

Interest income in 25/26 projected to be broadly sustained in 26/27 despite reducing interest rates, reflecting greater pooling of investments into longer term instruments, supported by increased precept income.

Having discussed and considered the budget in depth, it was **RECOMMENDED** that the draft estimates for 2026/27 be submitted to General Services, Resources and Full Council.

The Meeting ended at 17:55pm

RESOURCES COMMITTEE

6 JANUARY 2026

REPORT OF THE TOWN CLERK

REVIEW OF RISK MANAGEMENT POLICY

1 Introduction and Purpose of Report

1.1 To review the Risk Management Policy.

2 Wards Affected

2.1 All Wards.

3 Effect on Policy

3.1 This report recommends the review and possible amendment of existing policies.

4 Contact Officers

4.1 Mark Hassall (Banbury 250340).

5 Proposals

5.1 Risk Management Policy

The Council's External Auditor recommended that the Council should adopt a risk management strategy/policy and that this should identify corporate and operational risks, assess the risks for likelihood and impact, identify mitigating controls and allocate responsibility for those mitigating controls and residual risks. A strategy/policy (attached at **Annex 1**) was subsequently adopted by Council. It was also agreed that the strategy would be reviewed annually. The Council is asked to review the Risk Management Strategy/Policy and consider whether or not it wishes to make any changes.

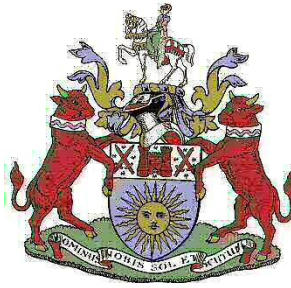
6 Financial Effects & Risk Assessment

6.1 There are no financial effects or additional risks arising from adopting the recommendations in this report.

7 Recommendation

7.1 That the Council reviews the Risk Management Strategy/Policy attached at **Annex 2** and determines whether it wishes to make any changes.

Background Papers: None



BANBURY TOWN COUNCIL

RISK MANAGEMENT STRATEGY

1 Introduction

1.1 This document forms the Council's Risk Management Strategy. It sets out:

- What is risk management;
- Why does the Council need a risk management strategy;
- What is the Council's philosophy on risk management;
- What is the risk management process
- Roles and responsibilities;
- Future monitoring

1.2 The objectives of this strategy are to:

- Further develop risk management and raise its profile across the Council;
- Integrate risk management into the culture of the organisation;
- Embed risk management through the ownership and management of risk as part of all decision making processes; and
- Manage risk in accordance with best practice.

2 What is Risk Management?

2.1 *'Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.'* Audit Commission, *Worth the Risk: Improving Risk Management in Local Government*, (2001: 5)

2.2 Risk management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives. It is vital to recognise that risk management is not simply about health and safety, but applies to all aspects of the Council's work.

2.3 Risks can be classified into various types but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working. The examples below are not exhaustive:

Strategic Risk - long-term adverse impacts from poor decision-making or poor implementation. Risks damage to the reputation of the Council, loss of public confidence, in a worse case scenario Government intervention.

Compliance Risk - failure to comply with legislation, laid down procedures or the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals and the inability to enforce contracts.

Financial Risk - fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council Tax levels/impact on Council reserves.

Operating Risk - failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery processes.

2.4 Not all these risks are insurable and for some the premiums may not be cost effective. Even where insurance is available, a monetary consideration might not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer risk to another party are considered.

2.5 Risk is not restricted to potential threats but can be connected with missed opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risks are likely to help with managing positive ones.

3 Why does the Council need a Risk Management Strategy?

3.1 Risk management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided.

3.2 The Risk Management Strategy will help to ensure that all Committees/ service areas have an understanding of risk and that the Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.

3.3 Strategic risk management is also an important element in demonstrating continuous service improvement.

3.4 There is a requirement under the Accounts and Audit Regulations to establish and maintain a systematic strategy, framework and process for managing risk.

4. Risk Management Policy Statement

Banbury Town Council recognises that it has a responsibility to manage risks effectively in order to protect its employees, assets, liabilities and community against potential losses, to minimise uncertainty in achieving its goals and objectives and to maximise the opportunities to achieve its vision.

The Council is aware that some risks can never be eliminated fully and it has in place a strategy that provides a structured, systematic and focussed approach to managing risk.

Risk management is an integral part of the Council's management processes.

5. Implementing the Strategy

5.1 Risk Control

Risk control is the process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action will be required to reduce the risk to an acceptable level.

Options for control include:

Elimination – the circumstances from which the risk arises are removed so that the risk no longer exists;

Reduction – loss control measures are implemented to reduce the impact/ likelihood of the risk occurring ;

Transfer – the financial impact is passed to others e.g. by revising contractual terms;

Sharing - the risk is shared with another party;

Insuring - insure against some or all of the risk to mitigate financial impact; and

Acceptance – documenting a conscious decision after assessment of areas where the Council accepts or tolerates risk.

5.2 Risk Monitoring

The risk management process does not finish with putting any risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time.

The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

5.3 Risk Management System

Risk Identification – Identifying and understanding the hazards and risks facing the Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed.

Risk Analysis – Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to the risk.

Risk Prioritisation - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored using a matrix (See **Appendix A**). This will require a numeric value to be given to both the likelihood of the risk happening and the severity of the impact if it did, based upon the following scoring:

Low = 1 to 5; Medium = 6 to 11; High = 12 to 25

Where a residual risk is low further action will only be taken where it is viable to do so. Medium risks will be addressed within the next 3 to 6 months. High risks will require action as soon as possible. Strategic, Compliance and Financial risks are identified in the Corporate Risk Register at **Appendix B** whilst Operational risks are identified in a suite of service specific risk assessments held by the Clerk and Service Managers.

6 Roles and Responsibilities

6.1 It is important that risk management becomes embedded into the every day culture and performance management process of the Council. The roles and responsibilities set out below, are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. The process must be driven from the top but must also involve staff throughout the organisation.

6.2 **Elected Members** – risk management is seen as a key part of the Elected Member's stewardship role and there is an expectation that Elected Members will lead and monitor the approach adopted, including

- (a) Approval of the Risk Management Strategy;
- (b) Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed;
- (c) Consideration, and if appropriate, endorsement of the Annual Governance Statement; and
- (d) Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.

6.3 **Employees** – will undertake their job within risk management guidelines ensuring that their skills and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed data into the formal process. They will work to control risks or threats within their jobs, monitor progress and report on job related risks to the Town Clerk.

6.4 **Town Clerk** – will act as the Lead Officer on Risk Management, and be responsible for overseeing the implementation of the Risk Management Strategy. The Town Clerk will:

- (a) provide advice as to the legality of policy and service delivery choices;
- (b) provide advice on the implications for service areas of the Council's corporate aims and objectives;
- (c) update the Council on the implications of new or revised legislation;
- (d) assist in handling any litigation claims;
- (e) provide advice on any human resource issues relating to strategic policy options or the risks associated with operational decisions and assist in handling cases of work related illness or injury;
- (e) advise on any health and safety implications of the chosen or proposed arrangements for service delivery;

6.5 **Responsible Finance Officer** – as the Council's Section 151 Officer the Deputy Town Clerk & RFO will:

- (a) assess and implement the Council's insurance requirements;
- (b) assess the financial implications of strategic policy options;
- (c) provide assistance and advice on budgetary planning and control;
- (d) ensure that the Financial Information System allows effective budgetary control;
- (e) maintain the Council's Risk Register;
- (f) effectively manage the Council's investment and loan portfolio.

8a - Annex 2

6.6 **Role of Internal Audit** – Internal Audit provides an important scrutiny role by carrying out audits to provide independent assurance to the Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal Audit assists the Council in identifying both its financial and operational risks and seeks to assist the Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

Internal Audit reports, and any recommendations contained within, will help to shape the Annual Governance Statement.

6.7 **Resources Committee** – Review and future development of the Risk Management Policy and Strategy will be overseen by the Resources Committee.

6.8 **Training** – Risk Management training will be provided to Elected Members and staff through a variety of mediums. The aim will be to ensure that both Elected Members and staff have the skills necessary to identify, evaluate and control the risks associated with the services they provide.

6.9 In addition to the roles and responsibilities set out above, the Council is keen to promote an environment within which individuals/groups are encouraged to report adverse incidents promptly and openly.

7 **Future Monitoring**

7.1 **Review of Risk Management Strategy** - This Strategy will be reviewed annually.

8 **Conclusion**

The adoption of a sound risk management approach should achieve many benefits for the Council. It will assist in demonstrating that the Council is committed to continuous service improvement and effective corporate governance.

RISK / PRIORITY INDICATOR KEY

SEVERITY (CONSEQUENCE)
1. Negligible (delay only)
2. Slight (minor injury / damage / interruption)
3. Moderate (Lost time injury, illness, damage, lost business)
4. High (Major injury / damage, Lost time business interruption, disablement)
5. Very High (Fatality / Business closure)

LIKELIHOOD
1. Improbable / very unlikely
2. Unlikely
3. Even chance / may happen
4. Likely
5. Almost certain / imminent

RISK / PRIORITY INDICATOR MATRIX						
LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		SEVERITY (CONSEQUENCE)				

SUMMARY		SUGGESTED TIMEFRAME
12-25	High	As soon as possible
6-11	Medium	Within next 3-6 months
1-5	Low	Whenever viable to do so

BANBURY TOWN COUNCIL - CORPORATE RISK REGISTER									
Risk No	Risk Title	Consequence	Risk Owner/s	Likelihood	Severity	Risk rating	Mitigation Actions	Progress	Status
	GOVERNANCE								
G1	Failure to attract sufficient candidates for Member vacancies or elections	Reduced representation of neighbourhoods Lack of member resource Possible meeting inquorate	Members Clerk	1	3	3	-actively publicise Council activities - publicise elections & vacancies on notice boards - publicise elections & vacancies on social media and website		G
G2	Failure to achieve quorum at meetings	Business not transacted Decisions not made	Members Clerk	1	4	4	-issue annual meeting calendar to all members & website - issue meeting agendas promptly - record attendance - Alternate Member scheme in place - virtual meetings held when required during Covid 19		G
G3	Lack of public consultation by Council	Decisions not based on evidence People disenfranchised	Members	3	2	6	-ensure meetings publicised on notice boards & website -use Annual Parish Meeting - place articles in newsletters - include public participation on all Council meeting agendas - ensure seating available at meeting for public - provide advice for members of the public attending -publish agendas and minutes on website -hold monthly Cllr surgery		A
G4	Failure to respond to electors wishing to exercise right of inspection	Complaints received Not transparent Non compliance	RFO	1	2	2	-RFO to advertise facility, and respond to requests		G

APPENDIX B

G5	Members acting alone outside meetings	Members outside compliance Indemnities invalid Personal risk	Members	2	3	6	- roles defined in Member/Officer Protocol -Info pack for new clrs to include 'Good Councillor Guide' - members made aware to avoid making commitments on behalf of the council	A
G6	Council decisions not implemented	Confidence undermined Reputation risk arises Possible losses	Clerk	1	4	4	- Cttee Minutes considered at Council and next meeting; - Internal Auditor reviews action	G
G7	Inaccurate, untimely, improper minutes	Poor decisions in future Poor evidence for decisions	Clerk	1	3	3	-Minutes published to councillors and on website.	G
G8	Failure to recognise and address conflict of interest	Lack of transparency Open to complaints of lack of fairness or bias	Members Clerk	1	3	3	-Members to comply with Code of Conduct and SOs - Clerk to offer advice outside of meetings	G
G9	Incomplete/inaccurate register of Members' interests	Lack of transparency Open to complaints of fairness or bias	Members	1	3	3	- interests to be registered with MO within 28 days of election and kept up to date - Forms published via Website	G
G10	Failure to complete/submit Annual Return on time	Auditors report qualified Public confidence suffers	Clerk/RFO	1	3	3	-RFO to maintain diary note	G
G11	Improper contracting procedures	Possible losses Poor levels of service Possible increased costs	Clerk/RFO/ Service Managers	1	2	2	-latest financial regulations to be enforced in all circumstances -use of Contract finder website for over £25K	G
G12	Loss of data on PC due to system fault	Interruption to effective administration Possible financial loss Information Commissioner sanctions	Clerk/DPO	1	4	4	-External hard-drive and UPS power supply installed - Daily on site back up - Daily Off site Cloud back up - Antivirus software in place	G
G13	Loss of services of Town Clerk	Interruption to effective administration	Members Clerk	2	2	4	- Deputy Town Clerk post in place. - Locum assistance available via SLCC	G
G15	Lack of professional advice	Poor decisions Costs and waste Possible non-compliance	Clerk	1	2	2	-Maintain membership of OALC and NALC - Clerk member of SLCC - budget for professional fees	G

APPENDIX B

	OBJECTIVES AND STRATEGY								
OS1	Lack of defined objectives or strategy	Resources not directed Poor performance management Risks not base lined	Members	1	3	3	-Council sets Vision, Corporate and Key Service Objectives at start of each new administration		G
OS2	Failure to correctly identify local needs or wishes	Council does not represent the people Resources not applied Democratic deficit	Members	2	3	6	-Ward Cllrs maintain close contact with local residents - use questionnaires to identify local wishes - publicise plans and invite comments - review local papers, especially correspondence sections - use events to seek views and feedback -hold Councillor surgeries		A
OS3	Lack of public participation at meetings	Public voice not heard Potential lack of interest in vacancies Lack of transparency	Members	1	2	2	-ensure meetings publicised on notice board and website for year ahead; - include public participation on Council meeting agendas - ensure seating available at meeting for public - provide advice for members of the public attending -publish agendas and minutes on website		G
	REPUTATION								
R1	Allegations of libel or slander	Potential for litigation Costs of investigation Reduces confidence	Members	2	3	6	-Clerk to intervene at meetings -review all press releases or newsletter articles before release - review insurance cover - press protocol and social media policy in place		A
	FINANCE								
F1	Accidental damage to fixed assets	Costs of repair Loss of service until repaired	Clerk/RFO	2	2	4	- Maintain insurance - Playground inspection regime established.		G

APPENDIX B

F2	Vandalism to fixed assets	Costs of repair Loss of service until repaired	Clerk/RFO	3	2	6	-Maintain inspection regime -Maintain insurance -Liaison with Police	A
F3	Loss to third parties	Possible litigation Costs/damages	Clerk/RFO	1	3	3	-Review health & safety -ensure adequate insurance -check contractors insurance	G
F4	Inadequate insurance	Balance of costs to be found	RFO	1	4	4	-Council to review annually or if circumstances change	G
F5	Loss or damage to moveable assets	Loss of heritage Replacement costs	Clerk	1	2	2	Maces held in Museum unless required for ceremonial purposes	G
F6	Failure to calculate/submit precept on time	Inadequate resources to meet commitments Costs of re-billing	Clerk/RFO	1	3	3	- RFO to respond to CDC Council notices -Timetable agenda item for Members providing sufficient time for additional meetings if required	G
F7	Inadequate annual precept and unsound budget	Inadequate resources to meet commitments	Clerk/RFO/ Members	1	4	4	- Members to build sound budget, using risk register and known commitments. -Members to consider Reserves Policy	G
F8	Failure to account for and recover VAT	Wasted resources	RFO	1	3	3	- RFO to review throughout year - Internal auditor to check	G
F9	Failure to stay within agreed budgets	Inadequate control Potential wasted resources	Members Clerk RFO Service Managers	1	2	2	-All committees to review at each meeting -Internal auditor to check - 6+6 exercise undertaken -Reserves Policy to mitigate short-term impact of loss.	G
F10	Holding excessive or inadequate reserves	Auditors report Poor use of resources Inability to meet commitments	Members Clerk RFO	1	3	3	-Clerk & RFO to review as part of budgeting -Reserves Policy to set percentage of precept. - Council to review size of Reserves	G

APPENDIX B

F11	Fraud by Clerk/RFO	Reputation Costs, Litigation	Clerk/RFO	1	3	3	-Adequate internal audit -Regular reporting to members -Control systems for managing expenditure - separation of roles		G
F12	Fraud by Members	Reputation Costs, Litigation	RFO	1	3	3	-Adequate internal audit -Regular reporting to members -Control systems for managing expenditure		G
F13	Illegal activity/payments	Intervention by auditor with possible surcharge	Clerk RFO Members	1	3	3	RFO involved in reports and advises on decisions Payments checked by internal auditor		G
	COMPLIANCE								
C1	Inadequate awareness of relevant legislation	Failure to comply	Members Clerk	2	3	6	-Maintain membership of OALC/NALC -Clerk to attend cttee meetings - SLCC training attended		A
C2	Failure to comply with relevant legislation	Litigation Costs Reputation damage	Members Clerk	2	3	6	-Maintain membership of OALC/NALC -Clerk to attend SLCC training -Liaise with internal and external auditors		A
C3	Failure to maintain fixed assets register	Improper control Poor auditor's report	RFO	1	2	2	-Council to review -Internal audit to review		G
C4	Improper financial records	Potential for wasted resources	RFO	1	2	2	-Internal audit to review		G
C5	HMRC requirements not met	Costs Litigation	RFO	1	3	3	-RFO to liaise as necessary		G
C6	Failure to comply with deadlines for accounts and returns	Poor auditor's report Reduction in confidence	RFO	1	2	2	- RFO to liaise with internal and external audit and ensure deadlines adhered to.		G
C7	Non-compliance with data protection	Litigation Poor reputation	Members Clerk/DPO	1	3	3	-Clerk to monitor - DPO nominated		G

RESOURCES COMMITTEE

6 JANUARY 2026

REPORT OF THE TOWN CLERK & RFO

TREASURY MANAGEMENT

1 Introduction and Purpose of Report

- 1.1 To seek the adoption of Treasury Management Policies for the year ahead.

2 Wards Affected

- 2.1 All Wards.

3 Effect on Policy

- 3.1 None.

4 Contact Officers

- 4.1 Mark Hassall (Telephone number 01295 817313)

5 Treasury Management Policy

- 5.1 The Town Council is required by the Local Government Act 2003 to determine an annual Investment Strategy. This strategy must be approved by the full Council but may be varied from time to time as circumstances dictate. The Strategy will be a public document as defined by the Freedom of Information Act 2000. A copy of the proposed Treasury Management Policy including an Investment Strategy is attached at **Annex 4**.

6 Financial Effects and Risk Assessment

- 6.1 The policy restricts investments to UK registered institutions.

7 Recommendation

The Council is invited to formally adopt the Treasury Management policy for the coming year.

Treasury Management policy

Banbury Town Council has a policy to aim for six months costs included in the annual precept to be held in reserves. This means that we regularly have appropriate surplus funds available and it is important that such funds are invested prudently with due regard to the Council's fiduciary responsibility to the Council Tax payers and to the priority for security and liquidity of those investments.

The Town Council is required by the Local Government Act 2003 to determine an annual Investment Strategy. This strategy must be approved by the full Council but may be varied from time to time as circumstances dictate. The Strategy will be a public document as defined by the Freedom of Information Act 2000.

Investment Strategy

All of the Town Council's investments will be Specified Investments which means that:

- a) All investments will be made in sterling and any payments or repayments will also be made in sterling, with UK registered institutions only.
- b) All investments will be short term investments not to exceed 36 month.
- c) All investments will be made with a body or an investment scheme which has been awarded a high credit rating by a credit rating agency
- d) A credit rating agency will be taken as one of the following
Standard and Poor's
Moody's Investors Services Ltd
Fitch Ratings Ltd
- e) Investments will remain in the UK mainland and will not invest in schemes that seek to avoid tax.

A high credit rating will be defined as 'A' 'High Credit Quality', referring to the Long Term grade issued in relation to an institution.

Credit ratings will be monitored regularly and if the rating falls consideration will be given at the next Council meeting of the appropriate action to be taken.

External Borrowing

No borrowing approval is required for temporary loans or borrowing by way of an overdraft. However, in order to borrow to fund capital expenditure approval must first be given by the Department for Communities and Local Government. The process to be followed and the criteria applied in deciding whether or not approval should be forthcoming are detailed in the Guide to Parish and Town Council Borrowing in England jointly published by the Department and NALC

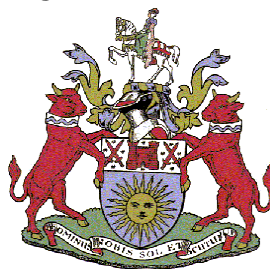
Current External Borrowing

The Council repaid all outstanding external loans within the year ending 31 March 2012. The Council does not anticipate any further external borrowing to be undertaken during 2025/26.

Banbury Town Council

Mark Hassall ACMA, MA

Town Clerk & RFO



The Town Hall
Bridge Street
Banbury
OX16 5QB

Tel: 01295 250340

Calendar of Meetings 2026 – 2027 (DRAFT)

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE (BUDGET) 4	CYCLE 5	CYCLE 6
COUNCIL (Tuesday)	12 May Annual Meeting	16 Jun	22 Sept	03 Nov	12 Jan	09 Feb
PLANNING (Wednesday)	20 May	24 Jun 29 Jul	09 Sept 14 Oct	11 Nov 16 Dec	20 Jan 24 Feb	31 Mar
GENERAL SERVICES (Tuesday)	02 Jun	25 Aug	06 Oct	15 Dec	26 Jan	16 Mar
RESOURCES (Tuesday)	09 June	01 Sept	20 Oct	05 Jan	02 Feb	23 Mar
TRAFFIC ADVISORY (Wednesday @ 2.00 pm.)	20 May	26 Aug	-	25 Nov	24 Feb	-
COUNCIL	16 Jun	22 Sept	03 Nov	12 Jan	09 Feb	06 Apr

Notes:

1. All Meetings are held at the Town Hall, Bridge Street, Banbury and commence at 6.30pm unless otherwise stated.
2. The 2027 Annual Meeting will be held on **Tuesday**, 11 May.
3. Annual Town Meeting – **Monday**, 1 March 2027.

Events 2026



10

Banbury Town Council

A Taste of Spring

When: Sunday 12th April, 10:30 – 16:30

Where: Banbury Market Place, OX16 5LJ

Our popular springtime food festival kicks off our 2026 events calendar. Enjoy dozens of stalls and live music throughout the day.

Banbury Show

When: Saturday 13th June, 10:00 – 17:00

Where: Spiceball Park, OX16 2AY

Our annual event showcasing the best of Banbury. Join us in Spiceball Park for live performances, arena acts, funfair rides and plenty of food & drink to choose from.

Armed Forces Day

When: Saturday 27th June, 10:00 – 15:00

Where: Spiceball Park, OX16 2AY

Armed Forces Day returns to Spiceball Park for 2026. A military parade will kick off a day dedicated to the Armed Forces, with displays, exhibitions, vehicles and much more.

Town Mayor's Funday

When: Sunday 19th July, 11:30 – 16:30

Where: People's Park, OX16 0AD

Banbury's annual day of fun returns to the tranquil People's Park. With free entry and free activities, it's a fantastic day out for all the family.

Banbury Music Mix

When: Friday 31st July, 17:30 – 22:30

Where: Banbury Market Place, OX16 5LJ

Banbury's best musical talent returns to Market Place, with up-and-coming artists and local favourites alike taking to the stage to rock the night away.

Banbury Food & Drink Festival

When: Sunday 16th August, 10:30 – 16:30

Where: Banbury Market Place, OX16 5LJ

Celebrate community and culture with Banbury's biggest food festival. Market Place will welcome traders and foodies from all across the town and beyond, with live music providing the perfect soundtrack to the day.

Battle of Britain

When: Sunday 13th September, 11:00 – 14:00

Where: Banbury Market Place / St Mary's Church

Join us for a parade and church service at this special event dedicated to one of the most important battles in British history.

Banbury Canal Festival

When: Saturday 3rd & Sunday 4th October, 11:00 – 17:00

Where: Canal Side, Town Centre

Floating markets, live music, theatre and a whole lot more at this special celebration of Banbury and its unique connection with the canal networks of Britain.

Michaelmas Fair

When: From Wednesday 14th October

Where: Banbury Town Centre

One of Banbury's longest-running events, enjoy funfair rides and attractions of every shape and size.

Event delivered through Cherwell District Council.

Remembrance Sunday

When: Sunday 8th November, 10:00 – 14:00

Where: Banbury Town Centre

A parade in High Street, followed by a service in St. Mary's Church and a wreath laying ceremony at the war memorial in People's Park.

Christmas Lights Switch On

When: Sunday 29th November, 11:00 – 18:00

Where: Banbury Market Place, OX16 5LJ

Join us for this special celebration as we wrap up our 2026 events calendar with a day of festive fun. Featuring funfair rides, fireworks, and lots of live performances.

For the latest news, updates and information visit our website at www.banbury.gov.uk, follow us on **social media** or call us on 01295 250340.

RESOURCES COMMITTEE

REPORT OF THE PLANNING OFFICER

Banbury Cultural Strategy

1. Introduction and Purpose of Report.

To inform Members of the production of a Cultural Strategy for Banbury , and to invite Members to agree to the endorsement of the Strategy.

2. Wards Affected.

All Wards.

3. Effect on Policy.

Endorsement would provide a framework within which the Council's future consideration of cultural projects, both its own and of other stakeholders, would be considered.

4. Contact Officer.

Bob Duxbury (01295 250340)

5. Background.

- 5.1** I am sure that Members will be aware that a grouping known as the Banbury Quays Consortium was established some time ago as a group of interested stakeholders who meet to discuss ways of collaborating to bring forward improvements on the canal side in Banbury, and to work together for the betterment of the well-being of the town centre.
- 5.2** Banbury Town Council is represented on that group by myself as your Planning Officer, and in the past has also had Cllr Mallon in attendance, representing The Town, District, and County Councils Other District and County Members and officers are in attendance on occasions. Other stakeholders represented include Banbury Museum, The Mill Arts Centre, Castle Quay management, and the BID.
- 5.3** The Consortium came to a conclusion that the development of a Cultural Strategy would be a good idea in fostering further coordinated collaborative working from its constituent parts .It was recognised that a Cultural Strategy could provide a worthwhile tool to support grant applications to other bodies. It could also be a vehicle to community involvement and consultation and could provide a framework for future decision making on cultural developments.

6. Present Position.

- 6.1** The Banbury Quays Consortium commissioned specialist consultants Art Reach to undertake consultation, research and mapping enabled by funding from The Mill Arts Centre, Cherwell District Council and Banbury Museum & Gallery.
- 6.2** That document has now been finalised . I attach a shortened version of the document as a background paper.

6.3 As a result of the consultation a number of conclusions emerged;

- The principal Consortium organisations wish to create a Cultural Vision which inspires greater confidence for Banbury to be proud of its cultural offer as well as being motivated to achieve greater things. They feel a new narrative needs to be generated for Banbury.
- The survey shows that culture is a significant draw for people to visit Banbury town centre, however the potential economic contribution of cultural activities and assets for the town has not been fully recognised by stakeholders. There is a stronger case to be made to those who would invest in the town, for example the BID and Cherwell District Council, especially aligned with town centre regeneration plans. Forming a Cultural Compact could be considered as a way of boosting the ability for Banbury to make stronger impact through culture.
- There is significant potential for collaborative working, building on partners' involvement in the Canal Festival and the work of Banbury Quays Consortium, as well as good relationships between cultural organisations, Banbury Town Council, the BID and Cherwell District Council.
- Various initiatives (Brighter Futures, Better Lives Through Culture and The Mill Community Connect) are laying good foundations for collaborative working where culture supports community cohesion and wellbeing. Learning from these projects will be invaluable to continue building on community and culture initiatives.
- Young people's cultural ambitions appear quite low and this could be as a result of them not having enough opportunities to experience the variety of high quality arts and culture that could inspire them. Their comments suggest that they would be interested in widening their horizons and they would be interested in learning more about career options in the sector.
- Young people also recognise the part that arts and culture can play in supporting their wellbeing and providing socialising spaces.
- Young people want to be kept informed and spoken to directly about opportunities and developments.
- Minimal funding is being secured by organisations in the District from sources such as Arts Council England and Heritage Lottery Fund and there could be more growth potential from these sources. Reasons for not achieving more needs exploring with organisations.
- The dominant audience profiles for Banbury and surrounding areas include families looking for days out, with taste for mainstream arts, heritage and museums. They are all looking online for activities to do. Wrap around offers are important to provide a full day out, and discounts to encourage families and groups. There are also affluent audiences who like traditional and high quality arts and are willing to travel and spend for an exclusive experience. These audience profiles suggest that days such as the Canal Festival or other full-town events will be popular, but that special, high profile events could also bring in the more affluent commuters.

- The audience profile for Oxford City is quite different and it could be difficult to draw audiences to Banbury from this area. The dominant audience segment are younger people seeking contemporary, new experiences. A strategy towards improving culture for young people in Banbury would need to start by involving young people in developing their own activities that are more mainstream, such as live music, and developing this over time to more cutting edge arts such as immersive theatre. At this point, there could be an attraction to audiences from Oxford but it could take some time to develop a reputation for this in Banbury, and the offer would need to be something very unique that is not offered in Oxford. This strategy also reflects a step-by-step approach to increasing the cultural ambition for young people in Banbury.
- 6.4** The Cultural Strategy document produces a number of priority themes and actions which are set out clearly in the Strategy.
- 6.5** One of the first actions is to seek the endorsement of the Strategy by the three levels of local government, hence this report.
- 6.6** Future early actions include the commissioning of an economic impact study to quantify the impact of Banbury's cultural organisations and their activities on the local economy : to coordinate mapping of cultural organisations' activity to identify alignments with strategy aims, and opportunities for future alignment, coordination and collaboration of activity to amplify overall impact; and to continue to work collaboratively to facilitate the early fruition of development ideas for the Mill Arts Centre, the Library and the People's Theatre Collective development of a self-curated Young People's Cultural Enterprise Centre; amongst many others.
- 6.7** As mentioned in Section 5 above a significant benefit in having a Strategy endorsed by the Town Council and others is to demonstrate to those of whom funds and grants are being sought that it is a collaborative Strategy and that the community has a demonstrable history of working together on cultural matters. I thoroughly agree that this is a Strategy that the Town Council should endorse.

7. Financial Effects & Risk Assessment.

- 7.1** The endorsement of the Banbury Cultural Strategy will not lead to any adverse financial effects for the Town Council. It should enable the Town Council's events programme to be dovetailed into other programmes and events of other stakeholders giving a better attendance and return for our programme. Future decisions of this Council on cultural matters or request for funding could be placed in the framework that The Strategy will provide.

8. Recommendations.

- 8.1** It is recommended that the Council endorse the Banbury Cultural Strategy.
- 8.2** It is further recommended that the Council give consideration to the appointment of a Member to attend future meetings of the Banbury Quays Consortium in addition to officers.

Background Papers: Banbury Cultural Strategy – short version

Banbury Cultural Strategy

About Banbury	2
Conclusions from Consultation	2
Priorities and Themes	4
Where we want to be	4
How we will get there.....	5
Actions	7
List of Appendices.....	13

About Banbury

As one of the key towns in the Cherwell District, Banbury has an emergence of cultural assets, makers and promoters with the potential to grow not only the town but also its contribution to the cultural development across the District. The development of a Cultural Strategy was borne out of the increasingly collaborative working by the cultural organisations clustered around the Canalside in Banbury and therefore a focus on the place and the cultural lives of its people and communities is at its Heart.

The value of this collaborative working operates beyond Banbury, with many of the Town's Cultural organisations actively working more widely with partners across the District; in programming, delivery and training. Therefore the benefits and learning from success in Banbury will further support increased cultural engagement district-wide.

The Banbury Quays Consortium led the argument for development of a Cultural Strategy for Banbury, and commissioned Art Reach to undertake consultation, research and mapping enabled by funding from The Mill Arts Centre, Cherwell District Council and Banbury Museum & Gallery.

Independent cultural organisations came together with officers from Cherwell District Council and Banbury Town Council to form a Cultural Strategy Steering Group to support the development of this Strategy to guide the development of culture in Banbury over the next ten years.

Conclusions from Consultation

- The Steering Group organisations wish to create a **Cultural Vision** which inspires greater confidence for Banbury to be proud of its cultural offer as well as being motivated to achieve greater things. They feel a new narrative needs to be generated for Banbury.
- The survey shows that culture is a significant draw for people to visit Banbury town centre, however the potential **economic contribution** of cultural activities and assets for the town has not been fully recognised by stakeholders. There is a stronger case to be made to those who would invest in the town, for example the BID and Cherwell District Council, especially aligned with town centre regeneration plans. Forming a Cultural Compact could be considered as a way of boosting the ability for Banbury to make stronger impact through culture.
- There is significant potential for collaborative working, building on partners' involvement in the Canal Festival and the work of Banbury Quays Consortium, as well as good relationships between cultural organisations, Banbury Town Council, the BID and Cherwell District Council.
- Various initiatives (Brighter Futures, Better Lives Through Culture and The Mill Community Connect) are laying good foundations for collaborative working where culture supports community cohesion and wellbeing. Learning from these projects will be invaluable to continue building on **community and culture initiatives**.
- **Young people's cultural ambitions** appear quite low and this could be as a result of them not having enough opportunities to experience the variety of high quality arts and culture that could inspire them. Their comments suggest that they would be interested in widening their horizons and they would be interested in learning more about career options in the sector.
- Young people also recognise the part that arts and culture can play in supporting their **wellbeing** and providing socialising spaces.
- Young people want to be kept informed and **spoken to directly** about opportunities and developments.
- **Minimal funding** is being secured by organisations in the District from sources such as Arts Council England and Heritage Lottery Fund and there could be more growth

potential from these sources. Reasons for not achieving more needs exploring with organisations.

- The dominant audience profiles for Banbury and surrounding areas include **families** looking for days out, with taste for mainstream arts, heritage and museums. They are all looking online for activities to do. Wrap around offers are important to provide a full day out, and discounts to encourage families and groups. There are also **affluent audiences** who like traditional and high quality arts and are willing to travel and spend for an exclusive experience. These audience profiles suggest that days such as the Canal Festival or other full-town events will be popular, but that special, high profile events could also bring in the more affluent commuters.
- The audience profile for Oxford City is quite different and it could be difficult to draw audiences to Banbury from this area. The dominant audience segment are younger people seeking contemporary, new experiences. A strategy towards **improving culture for young people** in Banbury would need to start by involving young people in developing their own activities that are more mainstream, such as live music, and developing this over time to more cutting edge arts such as immersive theatre. At this point, there could be an attraction to audiences from Oxford but it could take some time to develop a reputation for this in Banbury, and the offer would need to be something very unique that is not offered in Oxford. This strategy also reflects a step-by-step approach to increasing the cultural ambition for young people in Banbury.

Priorities and Themes

MADE IN BANBURY:

A Cultural Strategy leading Growth in Banbury and across Cherwell

Creative Banbury is a community of confident innovators, working together to ensure Banbury is a vibrant town of cultural opportunities where people can make their own way and shape their own futures.

Where we want to be..

A cultural vision for Banbury can be organised under three priority themes: **Place, People and Partnerships**. Where we envisage we want to be with each theme:

THEME 1: PLACE

DESTINATION – Banbury is a cultural destination that is proud of its distinct heritage and culture and is known for its unique cultural activities and events that cater to a range of tastes.

IDENTITY – Banbury is known to be friendly, welcoming and inclusive, with an independent streak of creative inventiveness and cultural ambition.

ECONOMY – Banbury is attractive as a place to live, work and visit due to its thriving cultural scene which attracts investment and contributes to its healthy economy.

LIVING WELL – Banbury is a place where people want to live, work and play because of its thriving cultural offer.

FACILITIES – Banbury has a well-developed infrastructure of a range of buildings, spaces and facilities which support creativity, learning and creative enterprises to thrive.

THEME 2: PEOPLE

CHILDREN AND YOUNG PEOPLE – the new generations are confident with creative aspirations, supported by Banbury's facilities, safe creative spaces, and opportunities for skills development and progression.

INCLUSION – cultural activity in Banbury supports wellbeing and healthy living through culture for all at any age, and brings people together to share and celebrate the diversity of Banbury's communities.

ENGAGEMENT – Banbury's people are engaged and involved in shaping cultural decisions for their town.

THEME 3: PARTNERSHIPS

COLLABORATIVE – cultural organisations in Banbury work together to achieve more and address gaps in cultural provision for Banbury's people and visitors to the town.

How we will get there

THEME 1: PLACE

DESTINATION

- Banbury will provide a day and evening, wrap-around visitor offer: culture supports the visitor economy + the hospitality and retail offer supports cultural activity = reasons to stay a full day in town.
- Banbury will build on its distinct cultural characters: further develop its unique canal festival, animate its unique heritage, stories and characters, develop the live independent music scene, and assert its own distinctiveness as a visitor destination.
- Banbury will develop vibrancy and variety – of artforms, genres, tastes, experimental and traditional, animating heritage, presentations of cultural diversity, risk-taking and cutting edge activities and events; live activities outdoors and in public spaces that engage everybody.

IDENTITY

- Banbury will project itself through messaging and communications as friendly, welcoming, kind, inclusive, offering something for everybody. All cultural activities, events and spaces will ensure they are as accessible and welcoming as possible to all.
- Cultural organisations in Banbury will confidently invent, be ambitious, and embrace risk taking creative innovation.
- Banbury will promote itself confidently and project its image outwards as a place that creates culture and innovates.

ECONOMY

- Cultural organisations will make the case for culture to support the economy and advocate for this to local businesses and the local authority.
- Cultural organisations will work with the town centre to ensure that cultural offer is a major draw for people to visit the town centre.
- Cultural organisations will work to enable Banbury's talented community to stay and invest in cultural careers in Banbury, building a creative economy.

LIVING WELL

- Cultural groups and organisations will work collaboratively with community services and providers such as Age UK and healthy living services to ensure that cultural activity is supporting wellbeing and cultural aspirations, especially in geographical areas with lower cultural opportunities. They will ensure that opportunities for funding culture that supports community wellbeing are accessed. This builds on and learns from activity already taking place such as Age Friendly Banbury, Brighter Futures, Better Lives Through Culture Partnership Investment Programme and The Mill Community Connect Initiative.

FACILITIES

- Banbury partners will continue to work together to develop cultural spaces in Castle Quays which are fit for purpose with facilities suitable for the expectations of contemporary audiences and participants, and address accessibility.
- Banbury venues and the local authority will work together to ensure that the cultural sector is able to make best use of the variety of spaces on offer including The Mill Arts Centre, the Museum, St Mary's Church, the Library, Lock 29 event space and empty shops and community spaces.
- Opportunities to respond to the clear ambition for more performance spaces will be considered where feasible to complement existing spaces and add to the range of spaces available to support cultural activity. Spaces that are currently lacking in Banbury include a larger theatre space, significant art exhibition space, smaller spaces for rehearsal, recording studios and making spaces with facilities such as pottery kilns, printmaking equipment and digital suites.

THEME 2: PEOPLE

CHILDREN AND YOUNG PEOPLE

- Banbury's cultural community will work together, with schools and within the wider community to develop confidence and aspirations for young people, working towards offering opportunities all year round.
- Banbury will develop spaces for young people which are welcoming, creative and safe spaces that enable young people to create on their own terms.
- Banbury will develop facilities and support for Cultural Enterprise, hubs and satellite spaces, making spaces and rehearsal spaces, digital and new technology facilities and skills development, and joined-up progression routes to learn creative skills.
- Banbury will employ a family-wide strategy to nurture children as cultural consumers and creators of the future, and involving the wider family through their children's engagement.

INCLUSION

- Cultural organisations will work to provide activities that support wellbeing through culture for all, for younger people and older people.
- Cultural organisations in Banbury will create activities that bring people together, mixing ages, sharing cultures, celebrating diversity.
- The effectiveness of activities will be evaluated including for accessibility, and evaluation will inform future planning to continually improve accessibility.

ENGAGEMENT

- Cultural leaders in Banbury will facilitate community panels and open days that engage people in the community in cultural decision making and influence their leadership. Panels and open days will be tried using a range of methods to ensure inclusivity and a range of participants, monitoring those who engage and addressing gaps.
- Cultural organisations in Banbury will seek ways to engage people where they are in their communities, and encourage participation.

THEME 3: PARTNERSHIPS

COLLABORATIVE

- Cultural organisations and education providers will coordinate their offers to provide progression routes for all, addressing gaps.
- Local Cultural Leadership will develop partnerships with smaller organisations in order to continually raise quality and support fundraising.
- Banbury will promote connectiveness, supporting cultural organisations to work collaboratively to achieve greater impact, sharing communications and promotions.
- Culture, community, health and voluntary organisations and Local Authorities will work together more to ensure that culture supports healthy living and feeling good, especially for those at risk of isolation, ill health or who have access needs.
- Cultural organisations, businesses and local authorities work together more to ensure that cultural offer supports economic wellbeing in Banbury.
- Cultural organisations will make the case for culture and advocate for culture to support living well, supporting health, learning and the economy.
- Cultural organisations will respond to the priorities of Arts Council England, Heritage Fund and Banbury's young people by taking a lead on environmental responsibility and encouraging good practice in the sector.
- The Banbury Cultural Strategy will work to support Oxfordshire's strategic priorities where relevant, the OxLEP Arts and Culture Strategy Framework (see Appendix 1 Context), and connect in with NPOs across Oxfordshire.

Actions

This Strategy is ambitious and long-term. Actions towards delivering the Strategy will need to take place step by step over the ten year period, to build towards the vision.

The following are actions that can take place initially, in order to lay foundations and ensure some immediate progress where possible.

Action	Lead	Delivery	Theme	Timeline
Develop the remit and terms of reference for the Cultural Strategy Steering Group	Cultural Strategy Steering Group	The Steering Group will clarify their constitution and remit under the Quays Consortium CIC within their Terms of Reference. The Steering Group will clarify in consultation with partners whether there is an aspiration to work towards forming a Cultural Compact for Banbury. Steering Group remit is to: • check on progress, identify areas that need more focus and initiate action with local organisations and groups. • identify task groups and local organisations who can deliver elements of the Strategy, supporting them to do so. • advocate for culture into all areas of life and improve collaboration and alignment between organisations to amplify impact. The Steering Group will seek an Environmental Responsibility expert to join the group as an adviser for all activities.	Oversees all themes	3 Months
Seek local authority endorsement of the strategy, and alignment with policy across resources, transformation and communities	Cultural Strategy Steering Group	Steering group to: • work with Cherwell District Council and Banbury Town Council officers to seek formal endorsement of the strategy, and advocate for alignment across portfolios. • engage Oxfordshire County Council with the strategy through the Area Oversight Group for Banbury, and advocate for alignment within the Banbury Area Action Plan.	All themes	6 Months

Identify way to create a single centralised information point for all cultural activity in Banbury to demonstrate and promote the town's vibrancy.	Cultural Strategy Steering Group	Steering Group to explore innovative solutions to achieve core objective through collective promotion of whole Banbury cultural offer. Steering group to identify a structure, capacity and resource to enable this to happen.	Place: Destination Partnerships: Collaborative	6 Months
Advocate for a stronger case for culture to support economy	Cherwell District Council Cultural Strategy Steering Group	Commission an Economic Impact Study to quantify the impact of Banbury's cultural organisations and their activities on the local economy. Work with key partners to demonstrate the impact of increasing the contribution that culture can make in place-shaping and developing the town's economy.	Place: Destination Place: Economy	3 Months
Activity alignments & mapping	Cultural Strategy Steering Group	Steering group to coordinate mapping of cultural organisations' activity to identify alignments with strategy aims, and opportunities for future alignment, coordination and collaboration of activity to amplify overall impact.	All themes	
Continue to work with key stakeholders to identify opportunities to develop cultural facilities, venues and assets.	Relevant individual organisations and local authority stakeholders	The Mill Arts Centre relocation and expansion to incorporate developing a larger scale town centre theatre / performance venue in response to consultation feedback. Town centre library development including new digital services. People's Theatre Collective development of a self-curated Young People's Cultural Enterprise Centre in Castle Quay. Opportunities to identify smaller spaces and/or meanwhile use to develop rehearsal spaces or making spaces. Opportunities to develop digital media suites.	Place: Facilities	

		Supporting local small venues (pubs, cafes) to offer performance opportunities for emerging artists. Support St Mary's Church to make more connections to local organisations who might want to use their venue and raise awareness.		
Map the inclusion of the range of communities resident in Banbury	Cultural Strategy Steering Group	Twice per year, map where communities are being successfully engaged with and where there may be communities not yet engaged. Devise strategy and action plan to connect with those not yet engaged. Explore commonalities through culture.	People: Inclusion	
Make use of annual festivals and events to introduce strategic developments and raise awareness.	October Canal Festival (annual) and Tell Your Story (biennial)	Use key annual events as an opportunity to: - involve communities that have not been connected with - promote the Culture Strategy priorities - try out new initiatives etc. Work with Festival and event organisers to build new offers in to their programmes and evaluate their impact. This in turn will inform development into cultural organisations programmes.	Place: Destination Partnerships: Collaborative	
Work with town centre stakeholders to support sense of belonging to the town.	Cultural Strategy Steering Group	Explore how the methodology for the successful "village greens" project by People's Theatre Collective could be applied to the town centre, to develop connections and ownership within surrounding communities.	Place: Destination Place: Identity People: Inclusion.	
Explore the appetite for developing Culture Days for schools	Task group to be identified	Test the demand for an initiative to hold an annual Culture Day which invites students and parents/guardians from all schools to meet local arts organisations, connect with them and find out what they have to offer for children and young people.	People: Children and Young People Partnerships: Collaborative	

Keep up to date on available resources and funding opportunities that could support cultural activity, and identify how they can be accessed to support Strategy.	Cultural Strategy Steering Group / Cherwell District Council	Steering Group shares opportunities they have identified at group meetings. Link these to where they fit the Strategy themes. Identify an appropriate task group to take action. For example, S106 funds; new ACE funds or government initiatives.	All Strategy themes	
Develop a website page for the Cultural Strategy which can be updated with current projects.	Marketing task group (to be identified). Website host to be identified.	Promote the Cultural Strategy widely with a link to the website page, encouraging people to see what is in progress and enabling them to link in with projects and appreciate the scale and scope of the cultural offer.	Partnerships: Collaborative	
Launch a public conversation about the Cultural Identity of Banbury.	Cultural Strategy Steering Group / marketing task group (to be identified)	The cultural identity of Banbury is still confused in the public perception. Launch an ongoing conversation through media communications and at events to explore this with the public. Feed this into an ongoing marketing process for Banbury. This could be delivered through a creative project, for example planned wall art project by Quays Consortium	Place: Identity	
Hold an annual Cultural Strategy review day, inviting all cultural organisations (professional and voluntary)	Task group (to be identified – this could be the local NPOs)	To share achievements, progress, and look at new challenges or opportunities. Involves the wider sector and continues momentum, this could be aligned with an existing event for example Canal Festival.	People: Engagement	

Map the provision of artform education and opportunities for children and young people.	Cultural Strategy Steering Group	Consultation has shown that some artforms (performing arts) are relatively well provided, whereas others have low provision for children and young people. Map where the gaps are and devise strategies to bring in and develop artform skills in Banbury. Focus on one artform at a time.	People: Children and Young People Partnerships: Collaborative	
An aspiration for future years is for cultural organisations to support creative careers routes.	Cultural Strategy Steering Group	A longer term ambition is for cultural organisations to identify ways in which they can support creative careers within Banbury, such as increasing freelance opportunities and providing work placements. Identify opportunities arising from local developments, for example proposed Puy Du Fou park in Bicester in order to leverage opportunities for supporting individuals to aspire to careers within the creative industries locally.	Place: Economy	
Identify targets and measures.	Cultural Strategy Steering Group	Targets and measures will be identified by the Cultural Strategy Steering Group to evaluate activities undertaken. This will ensure that all partners are clear on the impact that activities intend to make.	All themes	Ongoing

List of Appendices

- Appendix 1 Audience Profiles
- Appendix 2 Banbury List of Cultural Assets and organisations
- Appendix 3 Banbury Vision 2050 Cultural Workshop Report
- Appendix 4 PTC Consultation with young people report
- Appendix 5 Banbury Education Survey summary
- Appendix 6 Case for Culture Supporting Economic Development
- Appendix 7 Banbury Public Survey summary

Banbury Cultural Strategy Alignments – July 2025

	The Mill Arts Centre	Banbury Museum and Gallery	Castle Quay	Peoples Theatre Collective	Banbury BID	Banbury Town Council
PLACE: DESTINATION	Open 7 days a week, daytime and evening. Provides a regular programme of shows and live events alongside creative learning through education classes and workshops. Provides gallery space, café/bar and rooms available for hire and use by tenants. Promotes the development of the Mill as a Dance Hub: USP is drawing audiences in from further afield including Oxford, Milton Keynes, Stratford etc. Key contributor to Canal Festival, explores other festival opportunities, has links to Banbury Town Council town events programme and to 'Dancin' Oxford Festival. Undertakes continual paid-for marketing and promotion of programmes across digital and traditional channels - which support promoting Banbury as a destination.	Open 6 days a week 10.00 - 16.00; Sundays 11.00 – 15.00. The museum shop and Welcome Atrium provide information about things to see in Banbury and the surrounding areas, places to visit and activities to take part in. The Pye Gallery offers special exhibitions and activities that celebrate Banbury's rich history, as well as exhibitions with a national and international focus. Supports the Banbury Historical Society, providing a venue for the winter programme of lectures, technical support and a home for and access to the Rosemarie Higham Library. Supports the Banbury Quays Consortium (BQC), an advocate for a canal centred cultural quarter, and events including the annual Banbury Canal Festival.	Open 6 days a week 08.30 – 18.00; Sundays 10.30 – 16.30.	Office opens Monday – Thursday 9.00 – 16.00. Holds regular sessions for young people; provides open access support space for freelance creatives; contributes to Tell Your Story Festival, biannual event. Supports future development of Young People's Cultural Enterprise Centre in Castle Quay from diverse communities in order to develop skills, self-esteem, confidence and experience shared development. Supports training for people engaged in creative work or planning with young people.	Banbury BID is led, on behalf of its Levy payers, by a Board made up of volunteer Directors of the Banbury BID Company. Works to provide a cleaner, greener, safer and more vibrant town centre, collaborating to support businesses and build a connected business community.	Organises an annual programme of events for the public in multiple venues around the town including the Canal Festival; Banbury Music Mix; Banbury Food and Drink Festival; Battle of Britain celebrations; and the Christmas lights switch-on event. Offers the opportunity to use Banbury Town Hall as a venue for cultural events. Works with external partners and stakeholders to provide and/or consult on tourism and marketing materials, such as Banbury Town Council's recent town guide. Works alongside other Banbury organisations such as The Mill, Banbury Museum, and Castle Quay on certain Banbury events including the Banbury Canal Festival, platforming and supporting our partners and building a collective identity.
PLACE: IDENTITY	Inclusion is at the fore of the organisational Vision, Mission & Values. The Audience Development Plan and Programme Framework identify key deliverables to consolidate brand identity	The museum's Audience Development Policy ensures the style and content of communication is welcoming and projects an ambitious, dynamic heritage service.		Aims to empower and inspire young people to be dynamic participants in their own lives and that of their communities. Values inclusion and collaboration as an integral part of our process.	Promotes partners and their own town centre events via a number of different platforms, including 'What's On' printed guides for Spring, Summer and Autumn.	Aims to provide a broad range of events and activities which appeal to a wide section of the population of the town and surrounding areas and to visitors. It is building a collective identity with 'tentpole' organisations across the town which aim to foster greater cultural platforming and enhancement. e.g. Banbury Canal Festival and Banbury Show.
PLACE: ECONOMY	Active member of BQC. Status as an Arts Council England NPO (National Portfolio Organisation) raises profile of Banbury within key networks. Offers a Sustainable Business Model: >65% of turnover generated as earned income, further contributing to wider economy. The establishment of a permanent Development Manager role within team supports growth in investment / philanthropy in culture. Future developments: A collaborative approach to retaining talent within creative industries through; • careers • work experience/ apprenticeship • T-level • Volunteering • links to Puy Du Fou opportunity	Supports the BQC, to develop a cultural quarter stretching from Banbury Railway Station to the Light Cinema, growing the economy and image of historic Banbury for visitors. Actively seeks partnerships to support the growth of Banbury's town centre economy.		Future developments: the training and retention of young people in the cultural economy.	Runs a programme of projects and initiatives to increase footfall to and spend within the town centre, creating experiences for people to enjoy and to give businesses the opportunity to gain more customers.	Banbury Town Council's events programme aims to encourage more use of the town centre and other amenities such as the parks, generating economic benefits for traders.
PLACE: LIVING WELL	Offers a broad adult education programme supporting creative development and reducing risk of social isolation. Provides regular programme for seniors (Chair Yoga, The Remarkable Dance Company, Ballroom, Creative Café) working with Age UK, Age Friendly Banbury on projects e.g. Banbury Heritage mosaic. Supports schools' outreach projects e.g. CODE (knife crime/county lines)	Offers a programme for seniors to encourage engagement in the community, building friendships, reducing risks from isolation, poor health and mobility. Participants share life experiences, which may be recorded, and engage with a rich cultural programme. Works with partners, such as Age Friendly Banbury, to ensure the museum is accessible and welcoming. Supports community engagement that enriches lives and promotes good health.	Supports Pop Up art exhibitions and installations. Regular Book club and Culture club meetings. Offers half term workshops with a focus on wellbeing and community.	Offers numerous programmes which address self-identified issues for young people including mental health for young men, safeguarding on line, connecting with nature, violence against young women and healthy relationships. Collaborates with schools, the Community Garden, Connexions support.	Aims to raise awareness of and attract people to cultural and leisure activities with the potential to enrich lives and combat health risks such as loneliness and isolation.	Aims to offer activities and events which are aimed at a wide range of individuals of all ages and ethnicities giving the opportunity for interactions which otherwise may not occur. Offers a wide array of sports facilities and upcoming installations. ensuring access across the town to healthy, active lifestyle opportunities. Leases rooms in Banbury Town Hall out to organisations which encourage healthier habits and lifestyle guides.

Banbury Cultural Strategy Alignments – July 2025

	The Mill Arts Centre	Banbury Museum and Gallery	Castle Quay	Peoples Theatre Collective	Banbury BID	Banbury Town Council
PLACE: FACILITIES	The 237 seat auditorium is the only professional performance space within the Cherwell district. Local tenants & regular hirers include Banbury Community Church, People's Theatre Collective, Pork Shack, Banbury Cross Players. Provides loft space at the Mill (6 artist studio workspaces). Future development plans respond to demand for larger theatre & creation spaces.	Provides an attractive town centre venue, open 7 days a week, which is easily accessible. Free to enter and offers a broad range of heritage based cultural activities.	Offers diverse cultural venues on site. Hosts cultural events in open access spaces.	Provides resources for young people to create their own theatre and art in their community venues. Uses non theatre venues to create performances. Develops curriculum development tools for schools. Offers a team of experienced youth art practitioners.		Offers potential for increased use of Banbury Town Hall as a cultural venue and ensuring better use of all public areas in the town for events.
PEOPLE: CHILDREN & YOUNG PEOPLE	Provides regular high profile Early Years programming (family-wide strategy). Currently developing the schools offer, and delivering work in-school both in Banbury & Bicester. Offers facilities for sharing and showcasing for local organisations; schools, dance schools, People's Theatre Collective (PTC), Stagecoach , Banbury Cross Players. Increasing collaboration with PTC to support development of youth offer/theatre groups.	Provides an extensive range of services for children and young people. Provides a popular onsite and offsite programme which supports the National Curriculum. Low cost and free activities available at weekends and through the school holidays, drawing on stories from the collections, aiming to be both creative and fun.	Free inclusive space for soft play; Community Hub for young people under discussion; Ping Pong space. Currently formalising communications with schools and FE college.	Works with over 7,000 young people annually in schools, arts venues, festival locations (through Amplify programme) and their community venues on a weekly basis. Supports young people, as part of Young Theatre makers; research and development; and to write their own plays. Future plans include collaboration with The Mill to put our young theatre company at the centre of our contribution to the Cultural Strategy, with them and other young people as dynamic participants.	Involves 10 primary schools in the seasonal town centre trail competitions, with children decorating items to be showcased in BID businesses on the trail. Holds lantern making workshops in local primary schools and Castle Quay in the run-up to the annual Winter Lantern Parade. Promoted participation in the 2025 Summer Fest Parade activities by North Oxfordshire Academy's samba band and pupils from the Joanne Mills School of Dance.	The events programme is aimed at all sections of the community in age terms, including children and young people. Provides a variety of children's play areas and facilities across the town, with frequent and consistent expansion and enhancement of these.
PEOPLE: INCLUSION	Strategic focus on dance as a successful audience development tool (non-verbal, universal language). Supported Artist scheme places artists working with community groups including young carers and new mothers. Community Connections Fund – subsidises access to the Mill programmes for groups from Brighter Futures areas, with plan to roll it out to CDC You Move cardholders. Inclusive youth dance programme launching for disabled and non-disabled young people.	Offers a programme and activities for all ages, from pre-school to families, schools, special interest groups and seniors. Offers a social, multi-generational space with the opportunity to meet others and be creative in building an appreciation of Banbury as a special place. Revises the Museum's Audience Development Policy annually, to review and manage audience engagement in Banbury and beyond.	Offers a Community Hub space, Book Nook, participates in the Warm Space Network and Chatty Café. Changing spaces facility. Baby feeding space. Potential reflection / quiet space.	Offers access support to all young people, in a range of different communities and venues across Banbury, including Let's Play and the Mosque. Our Theatre group cites the inclusive nature of the work as being a crucial motivator for participation. Developing new ways of producing theatre to adapt to cognitive disability.	Organises free-to-access events for the local community, including dog walks, Summer Fest Parade, Winter Lantern Parade, and a three-day Winter Market. The August Car Show is delivered in partnership with Banbury Car & Bike Meet. The popular arts projects at Banbury Railway Station, grant funded by Chiltern Railways, garnered participation from artists, residents, businesses and community groups.	The Town Council's recently established events committee will explore how the Council can further enhance inclusion, diversity and accessibility. Works to offer activities and events which are aimed at a wide range of individuals of all ages and ethnicities, giving the opportunity for interactions which otherwise may not occur. Access to events for all ethnicities, ages and for otherwise disadvantaged groups is always a principal consideration.
PEOPLE: ENGAGEMENT	Currently establishing Mill focus groups, Dance Advisory Group and young programmers' group with PTC to ensure effective feedback loop informs programme development. Offers Out of The Mill programme and Community-led learning – outreach activity.	Consults with audiences, encouraging feedback used to design future programmes.	Offers half term workshops with a focus on wellbeing and community.	Sessions take the lead from young people in terms of content and product. Co-creates work with young people and empowers them to create their own theatre and art on their terms. CORE group brings young people together from across the organisation to develop the Young People's Standing Orders and looks at all aspects of the company. Supports cohort of freelance creatives who contribute to the value base and direction of the company through regular sharing sessions.	Engages with its Levy payers (approximately 390) via in-person visits, business-to- business networking events, e-newsletters and social media platforms.	Collection and analysis of feedback at events, on social media and other platforms of communication to better understand and improve engagement in as many areas as possible. Frequent changes and trials in event promotion, organisation and coverage, based on changing trends and audience research / feedback.
PARTNERSHIPS: COLLABORATIVE	Key delivery partners: •Arts Council England, •Local authorities •People's Theatre Collective, •Dancin' Oxford, •BQC (and constituent members), •Puy Du Fou, •Banbury Town Council, •Age Friendly Banbury, •Abingdon & Witney College, •Rural Touring Dance Initiative (The Place, London), •House Theatre Network.	Supports the BQC. Works with local partners, such as AGE UK, to extend the reach and accessibility of its services. Works with Arts Council England and museums across the UK, to raise standards and bring exceptional exhibitions home to Banbury, for the benefit of our communities. Works with the Mill, recognising a key local partner.	Fundraising activity continues for The Sunshine Centre. Supports town cultural events with space and sponsorship. 'Made in Banbury' artisan products are offered in Lock 29.	Partners with the Mill, as well as other organisations across Banbury. Works collaboratively with a range of arts groups for young people and schools for the Tell your story Festival. Works with freelance creatives in our ambition for young people.	Key delivery partners to: •Banbury Town Council, •Cherwell District Council, •Savills (Castle Quay Management), •The Mill Arts Centre, •Banbury Museum & Gallery, •Chiltern Railways, •Banbury Car & Bike Meet, •Cherwell Crime Partnership.	Continues to support the Banbury Quays Consortium in its aim to promote and develop the Banbury's Canalside cultural quarter. Works closely with many agencies to ensure the smooth operation of Banbury Canal Festival in particular but also many other of the Town Council's events.