

Banbury Town Council

Mark Hassall ACMA MA
Town Clerk & RFO



The Town Hall
Bridge Street
Banbury
Oxfordshire
OX16 5QB

Tel: 01295 250340

Our Ref: A13012026
Please ask for: Helen Durkin
Email: helen.durkin@banbury.gov.uk

Date: 07 January 2026

To: All Members of the Town Council.
Others, for information.

You are hereby summoned to attend a Meeting of the **Town Council** to be held in the TOWN HALL, BRIDGE STREET, BANBURY on **Tuesday 13 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 (helen.durkin@banbury.gov.uk).

2. Declarations of Interest

Members are asked to declare any disclosable pecuniary interests in items on the agenda, **and the nature of that interest**, in accordance with the Localism Act 2011, 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 the last Meeting

To approve the Minutes of the Meeting held on the 04 November 2025 (**Enclosed**).
To approve and sign the corrected Table for Nomination of Sub committees 2025-26 from the minutes of 13 May 2025 (**Enclosed**).

4. Communications

To receive communications from the Town Mayor and / or Leader of the Council.

5. Questions

- a. Any Town Councillor may ask the Town Mayor, or the relevant Committee Chairman or the Town Clerk any questions concerning the business of the Council, provided notice of the question has been given to the person to whom it is addressed before the meeting begins, and a copy supplied to the Town Clerk.
- b. A period of up to 20 minutes is allocated, during which Members of the public may, at the discretion of the Town Mayor, ask questions of the relevant Committee Chairman on any matter relevant to some question over which the Council has power, or which affects Banbury.

[You are requested to state your name and address before asking your question.]

6. Minutes of Committees

To consider the Minutes of Committees:

- | | |
|--------------------------------------|---|
| a) Planning Committee | - 05 November & 10 th December 2025 (Enclosed) |
| b) General Services Committee | - 16 December 2025 (Enclosed) |
| c) Resources Committee | - 06 January 2026 (Enclosed) |

7. To set the precept for 2026-2027:

Further to Minute R. 7/26 and following confirmation of the Relevant Tax Base, it was recommended that the Town Council set a precept of £2,384,754 (or £134.82 per Band D property, being an increase of 2%).

8. CDC Cultural Strategy

To approve the endorsement of the adoption of the Cherwell District Council Cultural Strategy, and to vote and approve a Member to attend the consortium meetings with an officer.

9. Resolutions Moved on Notice

Resolution No 70 to be moved by Councillor Woodward, and seconded by Councillor Hussain.

Motion of Support for Banbury Museum.

Banbury Town Council notes that Cherwell District Council is currently consulting, as part of its wider budget consultation, on a proposal to withdraw core funding for Banbury Museum from April 2027.

Banbury Town Council believes that Banbury Museum is a key cultural and educational asset for the town, supporting local heritage, school visits and community engagement, and that the withdrawal of core funding would seriously undermine its viability and risk permanent closure.

Banbury Town Council resolves to oppose the proposed withdrawal of funding and to write to Cherwell District Council to request that the proposal be reconsidered and that alternative or mitigating options be explored.

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 the draft minutes by the committee chairman.

BANBURY TOWN COUNCIL

Minutes of a meeting of Banbury Town Council held at **6:30pm on Tuesday 04 November 2025** at the Town Hall, Banbury.

Present: Councillors Mallon (Town Mayor) and Okeke (Deputy Town Mayor).
Councillors: Beere, Biegel, Cherry, Creed, Crichton, Dhesi, Eaton, Elugwu, Harwood, Hussain, Mears, Richards, Stansfield, Thornhill, Tohill-Martin and Woodward.

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

Apologies for Absence: Councillors Clarke, Strangwood, Urwick and Vaitkus

Members of the Public: none.

BTC.51/25 Declarations of Interest

None.

BTC.52/25 Minutes of the Last Meeting

IT WAS RESOLVED that the Minutes of the Meeting held on 23 September 2025 be approved as a correct record and signed by the Town Mayor.

BTC.53/25 Communications

IT WAS RESOLVED to receive and note communications. This included;

- Banbury having been voted Oxfordshire's happiest town.

BTC.54/25 Questions – Elected Members and Members of the Public

The Town Mayor asked about progress in responding to a question raised at a previous meeting regarding obtaining a replica Mayoral chain. The Leader of the Council replied that quotations had been obtained but were deemed to be cost probative, added to which the actual chain would need to be taken out of circulation, both during the construction of the replica and indeed thereafter. This was not felt to be appropriate so the matter was not being progressed. **Noted.**

BTC.55/25 Planning Committee

It was **RESOLVED** that the Minutes of the Planning Committee meeting held on 15 October 2025 be received (moved by Councillor Beere and seconded by Councillor Woodward).

BTC.56/25 General Services Committee

It was **RESOLVED** that the Minutes of the General Services Committee meeting held on 07 October 2025, be received (moved by Councillor Cherry and seconded by Councillor Stansfield).

BTC.57/25 Resources Committee

It was **RESOLVED** that the Minutes of the Resources Committee meeting held on 21 October 2025, be received and that the recommendations in Minutes R.41/25 (Events Dates 2026) be approved (moved by Councillor Hussain and seconded by Councillor Eaton).

BTC.58/25 Committee Changes

IT WAS RESOLVED (proposed by Councillor Hussain, seconded by Councillor Eaton) to approve changes to the Committee memberships, whereby Councillor Vaitkus is removed from Resources Committee and replaced by Councillor Stansfield; Councillor Okeke is removed from General Services Committee and replaced by Councillor Richards; Councillor Okeke is also removed from the Appeals Panel and replaced by Councillor Mears; and that Councillors Okeke and Vaitkus be appointed to act as Alternate Members on any committee where the attendance of Alternate Members is permitted.

BTC.59/25 Internal Audit

IT WAS RESOLVED that the report be received and noted.

The Meeting ended at 6.42pm

Appendix 3

Grants & Budget Sub-Committee (3:2) Chairmen Res, Plan and GS Cttees	Labour 1. Hussain 2. Cherry 3. Beere 4. Eaton 5. Vaitkus	Con/Lib 1. Mallon
Dispensations Sub-Committee (3:2) Chairman and Vice Chairman, Leader of Labour Group	Labour 1. Hussain 2. Eaton 3. Cherry 4. Okeke 5. Biegel	Con/Lib 1. Mallon
Hearings Panel (Chairmen of Resources and GS Cttees)	Labour 1. Hussain 2. Cherry 3. Biegel 4. Mears 5. Okeke	Con/Lib 1. Mallon
Local Honours Sub-Committee T Mayor & DT Mayor	Labour 1. Cherry 2. Okeke 3. Hussain 4. Urwick 5. Dhesi	Con/Lib 1. Mallon
Standing Orders Working Party Chairman and Vice Chairman of Resources	Labour 1. Hussain 2. Eaton 3. Biegel 4. Beere 5. Woodward	Con/Lib 1. Mallon
Woodgreen Working Party Chairman & Vice Chairman of Resources, Town Clerk	Labour 1. Hussain 2. Eaton 3. Biegel 4. Woodward 5. Mears	Con/Lib 1. Mallon

Events Working Party	Labour 1. Eaton 2. Mears 3. Hussain 4. Biegel 5. Woodward	Con/Lib 1. Mallon
	Nominations	
Allotments Appeal Panel	Labour 1. Cherry 2. Biegel 3. Hussain 4. Vaitkus 5. Woodward	Con/Lib 1. Strangwood
Grounds Maintenance Working Party Chairman Resources, Chairman General Services,	Labour 1. Hussain 2. Cherry 3. Biegel 4. Vaitkus 5. Mears	Con/Lib 1. Strangwood
	Nominations	
Built Heritage Working Party 3 Members (2 Con:1 Lab)	Labour 1. Beere 2. Woodward 3. Hussain 4. Clarke 5. Thornhill	Con/Lib 1. Harwood
	Nominations	
Appeals Panel (5 Members) <u>Not on Resources Committee)</u>	Labour 1. Richards 2. Crichton 3. Tohill-Martin 4. Okeke 5. Biegel	Con/Lib 1. Mallon

PLANNING COMMITTEE

Minutes of a meeting of the Planning Committee held on Wednesday,
05 November 2025 at 6.30pm at the Town Hall, Banbury.

Present: Councillor Beere (Chairman) and Cllr Woodward (Vice Chair)
Councillors: Thornhill and Tohill-Martin

Alternate attendance: Councillors Okeke (for Councillor Harwood) and Richards
(for Councillor Dhesi).

Officers: Robert Duxbury (Planning Officer)
Mark Hassall (Town Clerk & RFO)

PL.52/25 Apologies
Councillors Dhesi and Harwood.

PL.53/25 Declarations of Interest
Councillors Okeke and Thornhill declared personal interest as members or alternate members of the Cherwell District Council Planning Committee.

PL.54/25 Minutes of the Last Meeting
IT WAS RESOLVED that the Minutes of the meeting held on the 15 October 2025 be approved as a correct record and signed by Cllr Beere.

PL.55/25 Planning Applications to be Considered
The Committee considered various planning applications that had been referred to the Town Council for consideration by Cherwell District Council (CDC) and were matters that had been delegated to the Planning Committee or where a Ward Member had referred a delegated application.

Officers responded to a number of questions raised by Members.

25/01918/F Captain Daniel Trevatt Crouch Hill Farm Broughton Road Banbury
Change of use of land to residential and erection of single storey
granny annexe ancillary to Crouch Hill Farm - Self-Build

- **Banbury Town Council** expresses concern about whether this accommodation is genuinely ancillary to the main house (and would query for example whether the water and electricity would be separately metered and billed? If the Local Planning Authority is convinced that the building can in perpetuity remain ancillary to the main house then the Town Council would have no objections to the proposal. (Note: this was a majority decision with 4 votes in favour and 2 votes against).

25/02509/F Clews Trust Acanthus House 57 Hightown Road Banbury
Change of Use of existing building into two dwellings and erection of new car
port/store. Demolition of existing storage building, removal of trees and
erection of two new dwellings with associated works

- **Banbury Town Council** raises no objections subject to the imposition of a condition with regards to the two new build-houses requiring their integral garages to only be used for the parking of a vehicle and no other use.

25/02505/F BT PLC Bridge Street, Banbury Installation of 1 no BT Street Hub with 2 no digital internally illuminated display screens and removal of associated existing BT payphone(s)

- **Banbury Town Council** raises no objections to the proposed hub. However the Town Council expresses concern about the proposal set out on page 4 of the Planning Design & Access Statement to remove existing BT phone boxes at Horse Fair and West Bar Street. It is considered that the new street hub will not be an adequate replacement for these boxes which are some distance away and are likely to serve a different set of users. It raises no objections to the loss of the West Bar Street telephone box but considers that the retention of the Horse Fair box is essential, given its proximity to a defibrillator, unless this telephone box is replaced by a second Hub at this location as well.

PL.56/25 Planning Applications Delegated to the Town Clerk

The Town Clerk had submitted a schedule containing details of planning applications which had been delegated to him in consultation with the Chairman, setting out the observations that had been forwarded to Cherwell District Council.

IT WAS RESOLVED that the report be noted.

PL.57/25 Decision Notices

The Town Clerk reported that no decision notices had been received from Cherwell District Council which were contrary to the recommendations of the Town Council.

IT WAS RESOLVED that the report be noted.

Date of next meeting – **Wednesday 10 December 2025 at 18:30pm**

The meeting ended at **7.20 pm**

PLANNING COMMITTEE

Minutes of a meeting of the Planning Committee held on Wednesday,
10 December 2025 at 6.30pm at the Town Hall, Banbury.

Present: Councillor Beere (Chairman)
Councillors: Harwood, Thornhill and Tohill-Martin

Alternate attendance: Councillor Mears for Councillor Dhesi
Councillor Hussain for Councillor Woodward

Officers: Robert Duxbury (Planning Officer)
Helen Durkin (Executive Officer)

PL.58/25 Apologies
Councillors Dhesi & Woodward

PL.59/25 Declarations of Interest
Councillors Harwood and Thornhill declared personal interest as a member of the Cherwell District Council Planning Committee.

PL.60/25 Minutes of the Last Meeting
IT WAS RESOLVED that the Minutes of the meeting held on the 05 November 2025 be approved as a correct record and signed by Cllr Beere.

PL.61/25 Planning Applications to be Considered
The Committee considered various planning applications that had been referred to the Town Council for consideration by Cherwell District Council (CDC) and were matters that had been delegated to the Planning Committee or where a Ward Member had referred a delegated application.
Officers responded to a number of questions raised by Members.

- **25/02595/F - Ms Shofia Mumtaz** - 28 Orchard Way, Banbury - Erection of two bedroom dwelling to north of 28 Orchard Way - Self Build.
 - **Banbury Town Council – No objections.**
- **25/02747/F – Mr David Watt** - 21 Horse Fair, Banbury - Change of Use of Commercial Office Space (Use Class E) to 9 x Residential Apartments (Use Class C3); internal alterations to buildings to facilitate the changes of use; provision of ancillary amenity area and associated works.
 - **Banbury Town Council – No objections**
- **25/02862/F – Bloor Homes Western** - Parcel of land south of Bailey Road, Adjacent To Wilson Road, Banbury - Full planning application for 9 no. residential dwellings, pedestrian and vehicular access, landscaping and associated infrastructure.
 - **Banbury Town Council - No objections to the application, but propose that this site could and should provide the usual affordable housing provision.**
- **25/02863/OUT – Kier Group** - Part Of Os Parcels 1864 And 3655 South West Of Milestone Farm, Broughton Road, Banbury - Outline application for the development of up to 76 dwellings, green and blue infrastructure, open space and associated works, with All Matters Reserved apart from access.

- **Banbury Town Council - Objects to the application on the grounds that the development proposed is in open countryside beyond the built up limits of Banbury, and is therefore contrary to the existing and emerging Local Plan policy. Whilst we recognise the current shortfall in housing land supply, we believe that this should be resolved through the Local Plan process. We consider that the direction and extent of housing development around Banbury should be examined as part of the imminent Local Plan inquiry process, and approval at this time would be premature and would undermine that process.**
Should the planning authority disagree with this position, it should be noted that BTC raise objections to the proposal on landscape impact grounds. It also considers that if the scheme were to be approved, adequate pedestrian facilities should be provided along the Broughton Road to connect to the existing provision and to provide safe walking to the Salt Way route.
- **25/02998/F – E5 Commercial (Higham Way) Ltd - Land North Of Grundon, Merton Street, Banbury - Commercial development (Use Classes B8, e.g. (i), e.g. (ii) and e.g. (iii)) along with car parking/yard areas and all associated development.**
- **Banbury Town Council - Object on the grounds that this proposal will have an unacceptable impact upon the living environment of the adjacent flats, by reason of the scale and siting of those proposed units relative to those existing flats, causing a loss of outlook and a loss of residential amenity. Furthermore we believe that the proposal will cause further loss of amenity due to the likely level of activity within the yard area between the commercial buildings and the general noise thereof, which is partly unscreened and will be consequently be funnelled between the buildings and towards the residential properties nearby. We continue to consider that the future of this site should be established by the consideration at inquiry of the emerging Local Plan, and should the land use be agreed in that document, then a less harmful scheme could be devised siting the proposed buildings differently and further away from the existing dwellings.**

PL.62/25 Planning Applications Delegated to the Town Clerk

The Town Clerk had submitted a schedule containing details of planning applications which had been delegated to him in consultation with the Chairman, setting out the observations that had been forwarded to Cherwell District Council.

IT WAS RESOLVED that the report be noted.

PL.63/25 Decision Notices

The Town Clerk had submitted a schedule containing details of decision notices which had been sent by Cherwell District Council which were contrary to the recommendations of the Town Council.

➤ **NONE**

Date of next meeting – **Wednesday 14 January 2026 at 18:30pm**

The meeting ended at **7.31 pm**

GENERAL SERVICES COMMITTEE

Minutes of a Meeting of the General Services Committee held at **6.30pm on Tuesday 16 December 2025** at the Town Hall, Banbury.

Present: Councillor Cherry (Chair), Councillor Biegel (Vice Chair)
Councillors: Elugwu and Richards.

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

GS.34/25 Apologies for Absence
None

GS.35/25 Declarations of Interest
None.

GS.36/25 Minutes of the Last Meeting
IT WAS RESOLVED that the Minutes of the Meeting held on the 07 October 2025 be approved as a correct record and signed by the Chair, seconded by Councillor Elugwu.

GS.37/25 Parks and Cemeteries Service
The Committee considered a report of the Director of Environment providing an update for Members on:

Parks & Cemeteries Team.
4th Corner Landscape Contract.
Arboricultural Works and Tree Survey.
Park Ranger Service / Play Areas.
Cleansing Service.
Christmas Lights.
CCTV.
PlayZone Scheme.
Sports Facility – Hard Surfaces.
People's Park Café.
Other Capital Projects.
Adoption and Transfer of Land.

Parks & Cemeteries Team

- ◆ The cemetery team are busy undertaking burial duties in our cemeteries and continue to deliver the service in line with funeral bookings.
- ◆ The weekly marking out of football pitches continues as we move through the playing season.
- ◆ Leaf raking and collection has been undertaken at all sites.

4th Corner Landscape Contract

- ◆ The contractor performance against the works schedule is all on track.
- ◆ The third street weed control treatment was completed as planned across all wards

- ◆ The 4th Corner team have also been busy with leaf raking and collection across our parks.
- ◆ The Wild Flower Meadows received their “autumn topping” cut, ensuring the yellow rattle can germinate in the spring.
- ◆ Sports pitch slit tining has unfortunately not been possible so far this playing season due to wet ground conditions.

Arboricultural Works and Tree Survey

- ◆ Tree works have been undertaken at St Mary’s Churchyard, People’s Park and Southam Road Cemetery.
- ◆ The contract for the inspection of the Councils tree stock has been prepared and Officers will now be inviting quotations from qualified arboricultural consultants to undertake these works before the end of the year.

Park Ranger Service / Play Area Update

- ◆ The Park Rangers continue to carry out weekly visual Health & Safety inspections formally recording utilising the new mobile PSS Live software package.
- ◆ The team continue to undertake repair work on the findings made as a result of the inspection reports.
- ◆ The tender has been awarded for the new “Space for Girls” play facility at Princess Diana Park, construction will commence on the 19th January 2026.

Cleansing Service Update

- ◆ Cleaning of public toilets is ongoing, no problems to report.
- ◆ The weekly cleaning of all sports pavilions is now underway in-line with fixtures.
- ◆ Parks & Open Spaces Cleansing – The service provided by Cherwell District Council continues to be delivered in line with the Service Level agreement, no issues to report.

Christmas Lights

- ◆ The Christmas Light scheme was fully installed before the switch-on event on the 30th November.
- ◆ Although the Banbury switch-on event was a great success, unfortunately, there was a couple of timer failures across the town which the installation team had to repair following the 5:00pm switch-on.
- ◆ As a result of these failures the supplier was issued a Default, resulting in a financial deduction against the install/switch-on costs, as detailed in the contract.

CCTV Update

- ◆ The problem with the CCTV camera that is not working in centre of People's Park is still not operational, however, Cherwell District Council have identified there is a fault with the RCD breaker unit which they have now ordered the fitting of a replacement.

PlayZone Scheme Update

- ◆ The official opening of the Princess Diana Park PlayZone was held on the 17th October.
- ◆ A publicly accessible defibrillator has also been installed at this facility, completing the scheme and also provides wider benefits for the whole community.
- ◆ Both facilities are being well used by both the block booked targeted community groups and by the casual pay and play users.

Sports Facility - Hard Surfaces Update

- ◆ Tenders have now been received for :
 - The resurfacing and painting of the MUGA facilities at Moorfields and Bankside Parks.
 - The cleaning and repainting of all the other MUGA facilities within the other parks across Banbury.
 - The resurfacing and painting of courts 5 and 6 at Horton View Sports Ground.
 - The cleaning, surface repairs and repainting of courts 1-4 at Horton View Sports Ground.
- ◆ Following evaluation of the tenders, the contract award will be made to the winning tenderer before the end of the year.

People's Park Café Update

- ◆ Following the redecoration, minor repairs and the cleaning of the Café, the Media and Communications officer has run an advertising campaign inviting potential operators to register an interest by 12th December 2025.
- ◆ The parties who have registered an interest will be invited to view the premises and invited to complete and submit a business plan by the end of the year.
- ◆ Evaluations of submissions and interviews will take place in January 2026.
- ◆ The successful submission will be offered a lease agreement by the end of January, with a view to taking over the running of the café as soon as possible thereafter, to ensure the café offer in People's Park is up and running before the spring.

Other Capital Projects Update

◆ Hardwick Hill - Cemetery Extension

Good progress has been made on the preparation of the detail required for the submission of the planning application, target date for submission is 24th December 2025.

◆ People's Park - Walled Garden

Officers are currently preparing contract documentation, for the hard landscaping contract, to advertise the invitation to tender in January 2026, with return deadline in February 2026, targeting an award in March 2026.

◆ Hill View – Play Area

Officers are currently preparing contract documentation, for the play area refurbishment, to advertise the invitation to tender in January 2026, with return deadline in February 2026, targeting an award in March 2026.

◆ Windrush – Play Area

Officers are currently preparing contract documentation, for the play area refurbishment, to advertise the invitation to tender in January 2026, with return deadline in February 2026, targeting an award in March 2026.

Adoption and Transfer of Land

◆ Bloxham Vale – Redrow Homes Development

- Cherwell District Council have approached the Town Council regarding the transfer of the Allotment Site and Car Park, within the new development off of the Bloxham Road. Stating that it is ready for adoption and the land is being offered for transfer to the Town Council.

- ◆ The facility will be transferring from Cherwell District Council, who adopted the site from the developer on 07/11/2023.
- ◆ Subject to satisfactory condition being achieved by BTC officer inspection, the legal transfer of the land, accompanied with and the appropriate Commuted Sums, the recommendation is that members approve the Town Clerk to adopt the facilities as detailed in Appendix 1 to this report.

The Committee is invited to **RESOLVE**

To note the Parks and Cemeteries Service Update.
To note the 4th Corner Landscape Contract Update.
To note the Arboricultural Works and Tree Survey Update.
To note the Ranger Service / Play Area Update.
To note the Cleansing Service Update.
To note the Christmas Light Update.
To note the CCTV Update.
To note the PlayZone Scheme Update.
To note the Sports Facility – Hard Surfaces Update.
To note the People's Park Café Update.

To note the Other Capital Project Update.

To **Approve** the Adoption and Transfer of Land – Bloxham Vale Allotments

Background Papers: Appendix 1

IT WAS RESOLVED to receive and note the parks and cemeteries report.

IT WAS RESOLVED to Approve the Adoption and Transfer of Land – Bloxham Vale Allotments

GS.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 08 December 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 Committee's expenditure was within forecast versus the projected budget.

General Services variances 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 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.
- ◆ 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%).

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

The meeting ended at 7:23pm

RESOURCES COMMITTEE

Minutes of a meeting of the Resources Committee held at **6.30pm on Tuesday 6th January 2026** in the Town Hall, Banbury.

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

Alternate Members: Councillor Richards for Councillor Creed

Officers: Mark Hassall (Town Clerk & RFO)
Paul Almond (Director of Environment)
Helen Durkin (Executive Officer)
Robert Duxbury (Planning Officer)
James Smith (Media & Communications Officer)

R.1/26 Apologies for Absence
Councillor Creed

R.2/26 Declarations of Interest
None.

R.3/26 Minutes of the last Meeting

IT WAS RESOLVED that the Minutes of the Meeting held on 21 October 2025 be amended at R40.25 / Cost Centre 315, to change the word “policy to procedure” and was then approved as a correct record and signed by the Chairman.

R.4/26 CDC Cultural Strategy
There was a discussion about the adoption of the Cherwell District Council Cultural Strategy.

IT WAS RECOMMENDED AND RESOLVED that the Council endorse the Banbury Cultural Strategy and pass to full council.

IT WAS RECOMMENDED AND RESOLVED that the Council give consideration to the appointment of a Member to attend future meetings of the Banbury Quays Consortium in addition to officers, **IT WAS RECOMMENDED** to pass to council for a full vote.

R.5/26 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 08 December 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 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.
- ◆ 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.6/26 Grants & Budgets Minutes

IT WAS RESOLVED to receive and note the Minutes of the Grants & Budget Sub-Committee meeting held on 02 December 2025.

R.7/26 Draft Revenue Estimates

The Committee considered a report of the Town Clerk & RFO seeking approval of the estimates for 2026/27.

Following confirmation of the Relevant Tax Base, it was recommended that the Town Council set a precept of £2,384,754 (or £134.82 per Band D property, being an increase of 2%).

The following comments on the estimates were 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 (£13k).

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.

IT WAS RESOLVED to Refer the draft estimates for 2026/27, together with fees, charges and the recommendation for the precept of £2,384,754 (or £134.82 per Band D property, being an increase of 2%) to Full Council.

R.8/26 Internal Audit

The Committee considered a report of the Town Clerk & RFO, including the control systems.

IT WAS RESOLVED to receive, note and approve the report.

IT WAS RESOLVED to receive, note and approve the control systems.

R.9/26 Management Policies

The Committee considered a report of the Town Clerk & RFO.

8a – Risk Management Policy.

8b - Treasury Management Policy.

IT WAS RESOLVED to receive, review and approve the Risk Management policy.

IT WAS RESOLVED to adopt the Treasury Management Policy for the coming year.

R.10/26 Calendar of Meetings

IT WAS RESOLVED to accept the calendar of meetings for 2026/2027, but to amend if there are any clashes with Cherwell District Council & Oxfordshire County Council meetings once they are released.

IT WAS RECOMMENDED to put forward to full Council.

R.11/26 Calendar of Events

IT WAS RESOLVED to accept the calendar of Events for 2026.

IT WAS RECOMMENDED to put forward to full Council.

The meeting ended at 7.18 pm

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

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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