

Committee: Executive
Date: Monday 2 October 2017
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor John Donaldson
Councillor Tony Ilott	Councillor Mike Kerford-Byrnes
Councillor Kieron Mallon	Councillor Richard Mould
Councillor D M Pickford	Councillor Lynn Pratt

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

5. Minutes (Pages 1 - 16)

To confirm as a correct record the Minutes of the meeting held on 4 September 2017.

6. Chairman's Announcements

To receive communications from the Chairman.

7. Formal Notification of Banbury Business Improvement District (BID) Business Plan and Related Decisions (Pages 17 - 42)

Report of Head of Strategic Planning and the Economy

Purpose of report

- A) To provide an update on progress to establish the creation of Banbury Business Improvement District (BID).
- B) To seek the endorsement of the Executive for a recommendation to Council to approve:
 - a. The casting of a positive vote in favour of creating a BID for Banbury in the ballot in relation to the Council's eligible property (hereditaments);
- C) To seek the endorsement of the Executive for a recommendation to Council to approve, subject to a positive ballot, the Council:
 - a. To subsidise part of the annual costs of collecting the Levy on behalf of the BID within a budget ceiling for a maximum five year period and for the Chief Financial Officer to make the appropriate arrangements;
 - b. To provide a bridging loan to the BID to support its establishment and for repayment within a three year period and for the Chief Financial Officer to make the appropriate arrangements.
 - c. To meet the costs of creating the BID Levy collection system and for the Chief Financial Officer to make the appropriate arrangements.

Recommendations

The Executive is recommended to propose to Council that a number of decisions are taken to prepare for the creation of the Banbury Business Improvement District (BID), subject to a positive 'yes' ballot of businesses. It is recommended:

- 1.1 To delegate authority for the Director – Strategy & Commissioning to vote in favour of the BID at the Ballot on behalf of all Council-owned hereditaments.
- 1.2 To delegate authority to the Chief Finance Officer in consultation with the relevant Lead Member to meet the actual one-off capital cost, estimated to be £20,000 to create the necessary collection system.

- 1.3 To delegate authority to the Chief Finance Officer in consultation with the relevant Lead Member to subsidise a proportion of the annual revenue costs to collect the BID levy for a maximum period of five years of £9,000 a year.
- 1.4 To delegate authority to the Chief Finance Officer in consultation with the relevant Lead Member to provide a bridging loan of up to £50,000 to the Banbury BID to cover the set-up, operational and project costs in its start up phase to be entirely repaid to the Council within three years. The loan would be subject to an appropriate legal agreement being entered into to govern the drawdown loan facility and all financial requirements being satisfied.

8. Results of the Residents' Satisfaction Survey 2017 (Pages 43 - 110)

Report of Director – Strategy and Commissioning

Purpose of report

This report provides a summary of the key messages from the Annual Residents' Satisfaction Survey which was undertaken between 8 May and 16 June 2017. Full details from the survey are contained in Appendix 1 which is the full report delivered by the independent company who managed the survey on behalf of Cherwell District Council (CDC). This report also outlines recommended actions to further develop the Annual Residents' Satisfaction Survey as an integral part of CDC's consultation with residents.

Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report and appendices
- 1.2 Make use of the appropriate results as part of the annual Business Planning objectives and targets setting for 2018/19
- 1.3 Agree that the 2017 results are used for future target setting and benchmarking

9. Loan for a Replacement Kidlington Girl Guides Building (Pages 111 - 114)

Report of Director of Operational Delivery

Purpose of report

To consider a loan to Kidlington Girl Guides to enable them to replace their current old and poor quality building

Recommendations

The meeting is recommended to:

- 1.1 Approve a low interest loan of up to £100,000 to Kidlington Girl Guides for a replacement guide building

10. Exclusion of the Press and Public

The following reports contain exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

No representations have been received from the public requesting that any of the items be considered in public.

Should Members decide not to make decisions in public, they are recommended to pass the following recommendation:

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

11. The Hill Youth and Community Centre (Pages 115 - 122)

Exempt report of Chief Finance Officer

12. Budget Strategy 2018/19 and Beyond (Pages 123 - 136)

Exempt report of Chief Finance Officer

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Friday 22 September 2017

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 4 September 2017 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management
Councillor Kieron Mallon, Lead Member for Public Protection and Community Services
Councillor D M Pickford, Lead Member for Clean and Green
Councillor Lynn Pratt, Lead Member for Economy and the Estates

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Andrew Beere

Apologies for absence: Councillor Colin Clarke, Lead Member for Planning
Councillor Mike Kerford-Byrnes, Lead Member for Change Management, Joint Working and IT
Councillor Richard Mould, Lead Member for Performance Management

Officers: Yvonne Rees, Chief Executive
Scott Barnes, Director of Strategy and Commissioning
Ian Davies, Director of Operational Delivery
Paul Sutton, Chief Finance Officer / Section 151 Officer
Ed Potter, Head of Environmental Services
Jackie Fitzsimons, Shared Public Protection Manager
Sanjay Sharma, Interim Head of Finance / Deputy Section 151 Officer
James Doble, Interim Assistant Director Transformational Governance / Monitoring Officer
Natasha Clark, Interim Democratic and Elections Manager

32 **Declarations of Interest**

There were no declarations of interest.

33 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

34 **Urgent Business**

There were no items of urgent business.

35 **Minutes**

The minutes of the meeting held on 3 July 2017 were agreed as a correct record and signed by the Chairman.

36 **Chairman's Announcements**

There were no Chairman's announcements.

37 **Joint Animal Licensing Policy**

The Public Protection Manager submitted a report to seek approval for the adoption of a joint Animal Licensing Policy and Animal Licensing Conditions for consultation. The policy would be applied by authorised officers when determining applications for all animal related licences.

Resolved

- (1) That, subject to consultation, the proposed Joint Animal Licensing Policy and conditions setting out the Council's approach to determining all animal licensing applications and subsequently ensuring compliance with the relevant conditions be adopted.
- (2) That the Director of Operational Delivery be authorised to set all animal licensing fees and to make any changes to the Joint Animal Licensing Policy and conditions should they be required through either changes in legislation or changes in circumstances.
- (3) That authority be delegated to the Director of Operational Delivery, in consultation with the Lead Member for Public Protection and Community Services, to approve the final policy following the consideration of any consultation responses.

Reasons

There is no statutory requirement for a local authority to have a formal animal licensing policy. However, it is considered best practice to adopt such a policy. This is for the benefit of business owners as well as reassuring the general public and other public bodies. It also ensures transparency and consistency when dealing with applications.

Alternative options

Option 1: Adopt the policy and attached conditions

Option 2: Reject the policy and attached conditions for amendment

38 **Joint Scrap Metal Licensing Policy**

The Public Protection Manager submitted a report to seek approval for the adoption of a joint Scrap Metal Licensing Policy. The policy which would be subject to consultation, would be applied by authorised officers when determining applications for all scrap related licences and subsequently enforcing the provisions of the Scrap Metal Dealers Act 2013.

Resolved

- (1) That it be noted that functions and powers pursuant to the Scrap Metal Dealers Act 2013 are an executive function and such functions and powers, including the setting of licence application fees, hereby be delegated to the Director of Operational Delivery,
- (2) That, subject to consultation, the proposed Joint Scrap Metal Licensing Policy setting out the Council's approach to determining all applications and subsequently ensuring compliance with the provisions of the Act be approved.
- (3) That authority be delegated to the Director of Operational Delivery, in consultation with the Lead Member for Public Protection and Community Services, to approve the final policy following the consideration of any consultation responses.

Reasons

There is no statutory requirement for a local authority to have a formal scrap metal licensing policy; however, it is considered best practice to adopt such a policy. This is for the benefit of business owners as well as reassuring the general public and other public bodies. It also ensures a level of transparency and consistency when dealing with applications.

Alternative options

Option 1: Adopt the policy and recommendations

Option 2: Reject the policy and recommendations

39 **Council Tax Reduction Scheme 2018-2019**

The Chief Finance Officer submitted a report to provide members with an update on the current Council Tax Reduction Scheme (CTRS) and the changes to discounts, including the impact on collection rates, and to provide members with options to consider for a Council Tax Reduction Scheme for 2018-2019 and to seek approval to consult on the approved option.

Resolved

- (1) That the report and financial implications for the Council be noted.
- (2) That the recommendation made by Budget Planning Committee to consult on Option 1 – no change to the current Council Tax Reduction Scheme or Council Tax discounts for 2018-2019 and to change only the detail of the scheme to update the Pensioner Regulations as prescribed by DCLG and to uprate the Working Age Regulations amounts in line with Housing Benefit be approved.

Reasons

From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme. Members are now required to agree for consultation purposes a Council Tax Reduction Scheme for the 2018-2019 financial year.

Alternative options

Option 1: To not recommend any of the options for a scheme for 2018-2019. This would have financial implications for the Council and those residents affected by Welfare Reform.

40

Spring Budget 2017 - Business Rates Relief Schemes

The Chief Finance Officer submitted a report to provide members of Executive with an update on the Spring Budget 2017 changes to Business Rates and to seek approval of the local Discretionary Business Rate Relief Scheme and Pubs Relief Scheme.

Resolved

- (1) That the report and financial implications for the Council be noted.
- (2) That the adoption of the local Discretionary Business Rate Relief Scheme for 2017-2018 (annex to the Minutes as set out in the Minute Book) be approved.
- (3) That the adoption of the Pubs Relief Scheme for 2017-2018 (annex to the Minutes as set out in the Minute Book) be approved.

Reasons

The report sets out a proposed Local Discretionary Relief scheme to provide relief to business ratepayers in properties facing substantial business rates rises as a result of the 2017 Revaluation. The local scheme aims to distribute no more than the Government grant provided for this purpose in the Spring Budget.

Alternative options

Option 1: Members could choose not to adopt the proposed schemes, but in view of the fact that expenditure will be reimbursed the Government expects billing authorities to grant relief to all qualifying ratepayers.

41

Oxfordshire Clinical Commissioning Group (OCCG) Phase 1 Consultation and Decisions Regarding the Horton General Hospital

The Director of Operational Delivery submitted a report to consider the most recent developments and decisions in relation to the Horton General Hospital (HGH) and the Council's response to proposals for service change by the Oxfordshire Clinical Commissioning Group (OCCG).

Resolved

- (1) That the decisions taken by Oxfordshire Joint Health and Overview Scrutiny Committee and the Oxfordshire Clinical Commissioning Group be noted.
- (2) That the action to submit a Notice of Renewal for a judicial review of the flawed consultation process be endorsed.
- (3) That the referral process to the Secretary of State for Health of the Oxfordshire Clinical Commissioning Group decision to make permanent the freestanding midwife led unit at the Horton General Hospital be supported to the fullest extent.

Reasons

The process of the development of service model options for the Horton General Hospital and the formal consultation of these has been long and arduous. The Council has engaged throughout and responded positively. It is hugely disappointing that the Council's concerns and suggestions have not been reflected in the obstetrics decision.

The Council has demonstrated that the consultation process has been flawed and that this should be subject to a legal challenge. The Council's partners in this matter also support this view. In this respect, it is recommended that the Council should, with its partners, continue the fight by supporting the Oxfordshire Joint Health and Overview Scrutiny Committee with the referral of this matter to the Secretary of State for Health and to continue with vigour its legal challenge of the consultation process.

Alternative options

Option 1: To accept the decisions made by OCCG. This is not proposed as the Council believes that the consultation was flawed and that there is an alternative and viable obstetrics model for the HGH

On Street Parking Enforcement

The Director of Operational Delivery submitted a report to consider additional on-street parking enforcement delivered by Thames Valley Police and its funding.

In the course of the discussion Members acknowledged that whilst not a statutory function, the proposal would assist residents and improve the district. Councillor Mallon proposed an additional recommendation: That subject to Thames Valley Police confirming they have resource available, authority be delegated to the Director of Operational Delivery, in consultation with the Deputy Leader, to commence the funding of the equivalent of a full time Police Community Officer in the 2017/18 municipal year in addition to the funding agreed in resolution (2). Councillor Reynolds seconded the proposal.

In response to comments by Councillor Woodcock, Leader of the Labour Group, who confirmed the support of the Labour Group for the proposal, Councillor Reynolds confirmed that activity logs would be maintained by TVP for monitoring purposes and for CDC to ensure value for money.

Resolved

- (1) That agreement be given to fund Thames Valley Police the equivalent of a full time Police Community Support Officer to undertake on-street parking enforcement across the Cherwell District
- (2) That funding of up to £30,000 per annum for this purpose for a minimum of two years be agreed.
- (3) That, subject to Thames Valley Police confirming they have resource available, authority be delegated to the Director of Operational Delivery, in consultation with the Deputy Leader, to commence the funding of the equivalent of a full time Police Community Officer in the 2017/18 municipal year in addition to the funding agreed in resolution (2).

Reasons

Additional on-street parking enforcement has for some time been identified as a local issue requiring attention. The proposal for TVP with funding from this Council to undertake this low priority crime function is expected to be welcomed by local councils and the majority of drivers who park off-street or legally on-street.

Alternative options

Option 1: To continue this function with no additional resource, meaning this remains a low priority for TVP and only undertaken on an ad hoc basis when other police pressures allow. This is not recommended as it is anticipated that there will be no improvement to the current on-street parking difficulties.

Option 2: The employment of a traffic warden was proposed but the use of a PCSO was an operational preference for TVP.

43 **Bicester Healthy New Town Status**

The Director of Operational Delivery submitted a report to inform the Council of progress in implementing the Bicester Healthy New Town Programme using the NHS grant received.

Resolved

- (1) That progress in the implementation of Bicester's Healthy New Town Programme be noted.
- (2) That the receipt of the NHS grant to 2019 be endorsed.

Reasons

Good progress has been made in starting to deliver the detailed Delivery Plan for the Healthy New Town Programme. The baseline data from the residents' health and wellbeing survey have confirmed the importance of addressing levels of obesity and social isolation in the town and a number of initiatives are increasing the opportunities for Bicester residents to actively adopt healthier behaviours and to help start to build a healthier community.

The significant NHS funding is clearly making a difference. The recent extended grant offer for 2019 for the Bicester Programme was received and required acceptance over the summer period. The grant agreement was completed in liaison and with the support of the Council Leader, hence the recommendation for endorsement.

Alternative options

The alternative is to refuse the NHS grant and cease the programme.

44 **The Brighter Futures in Banbury Programme Annual Review 2016-2017**

The Director of Operational Delivery submitted a report to consider an annual review of the Brighter Futures in Banbury programme and endorse the direction of travel.

Resolved

- (1) That following the recommendation of the Local Strategic Partnership, the Brighter Futures in Banbury Programme Annual Review 2016-2017 be approved.
- (2) That the work carried out to date to scope the action plan until March 2019 and the finalisation of the detail of this plan during the autumn of 2017 through the Lead Member for Public Protection and Community Services be noted.

Reasons

The Brighter Futures in Banbury Programme draws together statutory and voluntary agencies and organisations to align services to best serve those most in need. The annual report was presented to the Local Strategic Partnership in July 2017. There was broad support for the progress being made through the strategic approach to joint working.

The action plan developed by theme leads that will take the Programme forward until March 2019 will be endorsed and finalised by the Lead Member for Public Protection and Community Services.

Alternative options

No alternatives have been considered

45 Quarter 1 2017/2018 Performance Update

The Strategic Director – Strategy and Commissioning submitted a report to provide an update on the Cherwell Business Plan progress to the end of Quarter One 2017/18.

Resolved

- (1) That the exceptions highlighted and proposed actions be noted.
- (2) That it be noted that the Overview and Scrutiny Committee considered the report at its meeting on 29 August 2017 and referred no performance related matters to the Executive.

Reasons

This is the first report for 2017/18 based on the new Business Plan. As agreed previously, this report focuses on the exceptions and some examples of good performance to provide a balance and includes commentary supporting the generally excellent levels of delivery.

Alternative options

None identified

46 Quarter 1 2017/2018 Revenue and Capital Budget Monitoring

The Chief Finance Officer submitted a report which summarised the Council's Revenue, Capital and Reserves position as at the end of Quarter One of the financial year 2017-18 and projections for the full year.

Resolved

- (1) That the projected revenue and capital position at June 2017 be noted

- (2) That the current position on reserves at June 2017 be noted.

Reasons

In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is formulated in conjunction with the joint management team and reported formally to the Budget Planning Committee on a quarterly basis. The report is then considered by the Executive.

The revenue and capital expenditure in quarter 1 has been subject to a detailed review by Officers.

Alternative options

Option 1: This report illustrates the Council's performance against the 2017-18 Financial Targets for Revenue and Capital and sets out the Council's position on Reserves. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

47

Amendment to Membership of Shareholder Committee

Executive was asked to appoint a member to the Shareholder Committee as there was a vacancy following the resignation of Councillor Attack from the Executive.

Resolved

- (1) That Councillor Tony Ilott be appointed to the Shareholder Committee.

Reasons

Following the resignation of Councillor Attack from the Executive, there are currently only two members on the Shareholder Committee.

Alternative options

Not to appoint a Member to the Shareholder Committee. This is not recommended as the Terms of Reference of the Committee state that the membership of the Committee is three Executive members.

48

Exclusion of the Press and Public

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of

the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

49 **Franklins House, Bicester**

The Chief Finance Officer submitted an exempt report relating to Franklins House, Bicester.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

50 **Business Waste**

The Head of Environmental Services submitted an exempt report to consider the potential expansion of the Council's business waste service.

Resolved

- (1) That the business waste business case (exempt annex to the Minutes as set out in the Minute Book) be approved.

Reasons

The development of the business waste service as an 'invest to grow' proposal does have the opportunity to lower the overall cost of the service. However, this will require an increase in existing resource which will be shared between this Council and SNC.

It is anticipated that the growth in income will exceed the increase in resource and will reduce the overall cost of the service to the Council.

Alternative options

Option 1: To support the proposed expansion of business waste services

Option 2: To reject the proposed business plan

Option 3: To ask officers to seek & consider alternative options

51 **Landscape Maintenance**

The Head of Environmental Services submitted an exempt report relating to landscape maintenance.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.
- (4) As set out in the exempt minutes.
- (5) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

Option 1: As set out in the exempt minutes.

Option 2: To reject the recommendations

Option 3: To ask officers to consider other possible ways forward

The meeting ended at 8.20pm

Chairman:

Date:

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Cherwell District Council

Executive

2 October 2017

<p>Formal notification of Banbury Business Improvement District (BID) Business Plan and related decisions</p>
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Report of Head of Strategic Planning and the Economy

This report is public

Purpose of report

- A) To provide an update on progress to establish the creation of Banbury Business Improvement District (BID).
- B) To seek the endorsement of the Executive for a recommendation to Council to approve:
 - a. The casting of a positive vote in favour of creating a BID for Banbury in the ballot in relation to the Council's eligible property (hereditaments);
- C) To seek the endorsement of the Executive for a recommendation to Council to approve, subject to a positive ballot, the Council:
 - a. To subsidise part of the annual costs of collecting the Levy on behalf of the BID within a budget ceiling for a maximum five year period and for the Chief Financial Officer to make the appropriate arrangements;
 - b. To provide a bridging loan to the BID to support its establishment and for repayment within a three year period and for the Chief Financial Officer to make the appropriate arrangements.
 - c. To meet the costs of creating the BID Levy collection system and for the Chief Financial Officer to make the appropriate arrangements.

1.0 Recommendations

The Executive is recommended to propose to Council that a number of decisions are taken to prepare for the creation of the Banbury Business Improvement District (BID), subject to a positive 'yes' ballot of businesses. It is recommended:

- 1) To delegate authority for the Director – Strategy & Commissioning to vote in favour of the BID at the Ballot on behalf of all Council-owned hereditaments.
- 2) To delegate authority to the Chief Finance Officer in consultation with the relevant Lead Member to meet the actual one-off capital cost, estimated to be £20,000 to create the necessary collection system.
- 3) To delegate authority to the Chief Finance Officer in consultation with the relevant Lead Member to subsidise a proportion of the annual revenue costs to collect the BID levy for a maximum period of five years of £9,000 a year.
- 4) To delegate authority to the Chief Finance Officer in consultation with the relevant Lead Member to provide a bridging loan of up to £50,000 to the Banbury BID to cover the set-up, operational and project costs in its start up phase to be entirely repaid to the Council within three years. The loan would be subject to an appropriate legal agreement being entered into to govern the drawdown loan facility and all financial requirements being satisfied.

2.0 Introduction

- 2.1 The Council was approached in 2015 by businesses in Banbury to support the establishment of a Business Improvement District (BID) in Banbury town centre.
- 2.2 In 2016, the Council agreed to fund the initial phase of work to prepare a BID for Banbury at a cost of £6,840 whereby a feasibility study established the level of business support. Of the 115 businesses responding, 74% were in favour of the BID concept being tested in a ballot, 19% were undecided and 6% were against.
- 2.3 Based upon the expressed business support, the Council agreed to commission Phases 2 and 3: the development of a detailed business plan and guiding the campaign through to ballot.
- 2.4 The Council has 15 properties, including car parks and bus station, or 'hereditaments' through which it is eligible to use some or all of its votes for or against the creation of a BID for Banbury.
- 2.5 The Council has been represented at each shadow BID Board meeting and open business forum by the Portfolio Holder for Estates and the Economy and/or officers. The Terms of Reference are being developed by the Shadow BID Board and once agreed by the shadow BID Board a further report will be made for the Council to formalise the Council's representation on the Board.

3.0 Business Plan

- 3.1 National regulations apply to the formation of a BID including the necessity for a detailed Business Plan to be produced. A draft business plan has been prepared and was launched at an open business forum on 6th September 2017 and proposes five principle aims for a BID for Banbury to be:
 - Better Promoted
 - More Vibrant

- Better for Visitors
- Better for Businesses
- Working for your Business

3.2 The draft business plan is attached and is also available along with associated documents and information sheets at: <https://banburybid.com/information-bulletins/>

3.3 The draft business plan will also be sent to all eligible voters along with their ballot paper on 17th October 2017.

4.0 Timescale and budget

4.1 The timescale for developing the BID is summarised below:

<u>Phase 2</u> Nov 2016 Jan 2017-on May 2017 Sept 2017	Decision to proceed with BID and creation of shadow BID Board. Business liaison and consultation on proposed Business Plan Notification to Secretary of State and Billing Authority (CDC) of intention to hold a ballot. Notification to Billing Authority of Business Plan.
<u>Phase 3</u> Sept 2017 Sept 2017 17 Oct 2017 14 Nov 2017	Launch of Business Plan. Notice of ballot. Ballot papers issued. Ballot Day.
<u>Phase 4</u> Nov 2017 to April 2018	Formation of Board of Directors, appointment of staff and BID begins operation.

4.2 The budget for developing the BID is summarised below:

<p>The Executive approved a budget of up to £60,000 (from existing economic growth funds) to support the development of the Banbury BID. This has funded the following:</p> <ul style="list-style-type: none"> • £29,925 to employ a consultant - Heartflood Ltd for the BID 'development' work. • £7,500 as an operational budget to pay for the BID ballot, newsletters, website, social media, etc. <p>If the ballot in Autumn 2017 is successful, Phase 4 (to make the BID operational) will involve:</p> <ul style="list-style-type: none"> • £8,550 to employ Heartflood to complete the 'bridging' work prior to the BID becoming operational. <p>The balance of the approved budget would then be £14,025.</p>

5.0 Levy Collection

- 5.1 Whilst the Council has provided assistance and guidance to shadow Board to support the creation of a BID for Banbury it must be led by businesses. The Council will be an active partner and will provide an agency role for the BID in the collection of the Levy from all appropriate businesses.
- 5.2 Following a successful ballot, the Levy will be collected annually by the Council from around 530 businesses (hereditaments), as a separate bill to the business rates.
- 5.3 The Council can choose to recover all, some or none of the costs of collecting the levy from the BID company. The Council propose to charge the BID Company the full cost of collection, but the Council is recommended to subsidise the Company's collection costs for a five year period.
- 5.4 The initial capital cost and annual revenue costs (for 5 years) of collecting the Levy on behalf of the BID company has been estimated by Cherwell District Council as follows:

CDC estimated costs for collecting the BID Levy	
<u>A) Capital (one-off)</u>	£10,000 - Capita BID module plus consultancy *
	<i>* This assumes the existing CDC sundry debtors system cannot be used</i>
<u>B) Revenue (annually for 5 years)</u>	£24,000 p.a. - 1 FTE Revenues and Recovery Officer, Printing of NDR demand notices, Printing of reminders, Envelopes, Paper & Inserts.

- 5.5 The estimated annual revenue cost of £24,000 means that Cherwell District Council estimates it will cost £44 on average to bill, collect and enforce the levy from each of the 545 hereditaments within the BID boundary.
- 5.6 The British Retail Consortium (BRC), a significant representative group containing members such as M&S, Debenhams, Boots, Poundland etc, suggest to their members that a maximum of £35 per hereditament should normally be charged.
- 5.7 Given experience in other Districts, it is proposed to subsidise the BID Company via a grant payment up to maximum level for a fixed period to meet the difference. The reason for that grant subsidy is to reduce the risk of a 'no vote' by business and to assist a successful 'yes' vote.
- 5.8 It is proposed to pay a grant subsidy of £9,000 annually for 5 years to meet part of the levy costs.
- 5.9 The proposed subsidy to the BID company is based on the estimated costs and estimated revenue from the levy. The effect of this proposal ensures that the BID company will have to absorb any differences in the estimated cost of collection of the levy to the actual costs. Cherwell District Council does not bear any risks associated with this above the level of the subsidy.

- 5.10 If the BID is created, it will be for a five year term and this agreement reflects the challenge to the prospective BID Company in establishing itself during that first five year term. After the first year of operation, and in subsequent years, the BID would be reviewed with an expectation that the level of subsidy would reduce with the BID Company aiming to fully fund its own collection costs.
- 5.11 This proposal seeks to balance the Council's financial support needed for the BID to be approved by businesses, with scope to annually review and hopefully to reduce the cost to the Council of subsidising the collection. In proposing this financial support Cherwell District Council recognises that a successful BID operating in Banbury will bring significant wider economic and community benefits to the town from having an enhanced town centre.

6.0 Bridging Loan

- 6.1 The current BID timetable anticipates that the result of the Banbury BID ballot will be known on 15th November 2017. If a positive 'yes' vote, this would provide the mandate for the BID company to be formed and be prepared for full operation from April 2018.
- 6.2 The BID levy would become a statutory debt upon businesses and carry a similar legal status to those relating to the payment of Business Rates. It is therefore proposed that the Council should provide a loan to the BID Company (if it becomes mandated by the ballot) to support the establishment of the BID company to support its initial establishment.
- 6.3 It is proposed that the bridging loan would be to a maximum of £50,000 and for it to operate on a 'drawdown basis'. This would ensure that the BID Company will only borrow funds that it actually requires (thereby minimising the debt which is loaded onto the company). The BID Company would be liable to make its own arrangements if it required any additional funds over the £50,000 which the Council makes available. It is considered that this would present a low risk, given that the BID Company's annual income is estimated to be over £200,000 from the BID levy.
- 6.4 The bridging loan would support the cost of set-up, operational and project costs of the BID from its establishment in November 2017 to the first tranche of BID levy income when BID levy bills are issued on the 1st April 2018. It is proposed that the loan agreement would contain a condition which provided that the repayments be deducted at source by the Council's Business Rates section from BID levy income.

7.0 Conclusion and Reasons for Recommendations

- 7.1 The BID proposal for Banbury has progressed to timetable and has published its five year business plan as a basis for a ballot to be held on 14 November 2017.
- 7.2 Subject to a positive 'yes' vote, the BID will become operational from April 2018. Following the recommendations set out in this report, the Council will prepare its systems to collect the Levy and work with the BID to establish itself to contribute to the mutual objective of adding economic 'vitality' to central Banbury.

7.3 The recommendations of this report concern the amount of financial support to provide in the forms of a loan and annual subsidy. The recommendations also seek delegation of decisions within previously approved budgets and approval for officers to cast a positive 'yes' vote on behalf of the Council to support the establishment of the Banbury BID for each of its hereditaments with the BID area.

8.0 Consultation

8.1 Extensive consultation has occurred including:

- A business survey, carried out over 6 weeks in August & September 2016, which gained 115 responses.
- The creation of a Banbury BID website – at www.banburybid.com from May 2017.
- The production and distribution – both in electronic and hard copy format - of 5 detailed BID information newsletters from August 2016 to this point.
- A total of 4 open business meetings to this point.
- The creation of Banbury BID Facebook and Twitter channels from April 2017.
- Direct visits to many businesses from August 2016, which will continue over the coming weeks.
- Contact with the Head Offices and Regional Managers of national businesses.
- The creation of a Shadow Board and a wider network of businesses to actively champion the creation of Banbury BID.

9.0 Alternative Options and Reasons for Rejection

9.1 Alternative Options:

- To reduce or remove financial support in providing the bridging loan and/or subsidising the levy collection.
- To vote against the creation of a BID in the ballot via the Council's 15 eligible hereditaments

9.2 The above options are not recommended because:

- The development of the Banbury BID and its draft business plan reflect the support and guidance provided by Cherwell District Council to date.
- The establishment of the Banbury BID and the implementation of the business plan have been designed to strengthen the 'economic vitality' of the town centre.
- The draft business plan is sensitive to the costs of levy collection and aims to be set at the level set in other BIDs to reduce the risk of a 'no' vote.
- Without the proposed bridging loan the BID would be delayed in its creation and therefore in its delivery of action to strengthen the 'economic vitality' of the town centre.

- It would forgo the opportunity to support a project that has been led by the businesses of Banbury which has the potential to draw additional resources to actions to promote the town to the benefit of the town and its business community..

10.0 Implications

Financial and Resource Implications

The successful introduction of a BID for Banbury stands to generate significant resources for the promotion of the retail heart of Banbury from local businesses, both directly through the Levy and also indirectly through the businesses contributing additional expertise, energy and other added value. This would all be in addition to the services provided by Cherwell District Council and its investment in, for example, the Castle Quay Two development.

Comments checked by:

Paul Sutton, Chief Finance Officer

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Legal Implications

The steps taken to introduce the Banbury BID follow the BID legislation and associated regulations.

Comments checked by:

Nigel Bell, Team Leader – Planning & Litigation

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8.0 Decision Information

Key Decision -	No
Financial Threshold Met -	No
Community Impact Threshold Met -	Yes

Wards Affected

Banbury

Links to Corporate Plan and Policy Framework

This report directly links to all four of the corporate priorities and objectives set out in the Cherwell District Council Business Plan 2016-17 as follows:

- A district of opportunity
- Safe, green, clean
- A thriving community

- Sound budgets and customer focused council

Lead Councillor

Councillor Lynn Pratt - Lead Member for Estates and the Economy

Document Information

Appendix No	Title
1	Business Plan 2018-2023: Banbury Business Improvement District
Background Papers	
BID Business Plan, associated documents and information sheets are available to download from: https://banburybid.com/information-bulletins/	
Report Authors	Scott Barnes, Director – Strategy and Commissioning. Adrian Colwell, Head of Strategic Planning and the Economy. Steven Newman, Senior Economic Growth Officer.
Contact Information	steven.newman@cherwell-dc.gov.uk

Banbury

BID Business Improvement District

Business Plan 2018-2023



BETTER PROMOTED

MORE VIBRANT

BETTER FOR BUSINESSES

BETTER FOR VISITORS

WORKING FOR YOU



Contents

3	Foreword	20	Measuring the effectiveness of the BID
4	A summary of the proposals	21	The proposed BID area
5	Here's how the BID system works	22	The baseline & operating agreements
7	How much will it cost your business?	23	The development of the proposed levy
8	Introduction to the proposed plans	23	The achievements of other BIDs
9	What is a BID?	24	The feasibility study and how businesses have been involved
10	Some of the benefits for your business	25	Timeline to creation of the BID
11	How have we reached this point?	26	The proposed BID Company
12	The projects at a glance	26	The voting process
13	Better promoted	27	Guiding principles for the Banbury BID
14	More vibrant	27	Proposal information
15	Better for businesses	28	Frequently asked questions
16	Better for visitors	29	Have these proposals been put together properly?
17	Working for you	31	Some of the Banbury BID supporters
18	Your BID, with you in control		
19	The proposed five-year budget		

Foreword

Your chance to invest over £1 million in the projects that you want to see enacted in Banbury.

Banbury town centre has many strengths, which include:

- a high-quality streetscene and a number of excellent heritage assets
- modern developments including a major shopping centre and a leisure centre
- a varied and extensive shopping offer with a balance of chain and independent retailers, quality restaurants, coffee shops and eateries
- a strategic location at the heart of the country with excellent road links and with good town centre bus and rail connections
- A canal, which offers excellent visual and leisure amenities



Despite these strengths, Banbury has not been immune to the national and global economic conditions, not least the growth of online shopping. Key indicators, such as pedestrian footfall, customer spending and vacant business units currently present a number of challenges to the town centre's vitality. These have been exacerbated by the relatively recent opening of the Gateway Retail Park, which is seen as a key competitor to the town centre.

Given that consumer habits are in a constant state of flux, Banbury cannot afford to ignore current and future trends. To flourish, our businesses recognise that the town has to be more creative, dynamic and above all competitive.

The creation of a Business Improvement District (BID) in Banbury will give businesses the power and funding to take action to make significant, targeted and sustained improvements to our town. Businesses will decide on what those improvements will be and, through the BID, we will be responsible for ensuring they happen.

Setting up a BID will enable us to hugely increase investment in Banbury and also provide access to grant-making bodies and extra funding opportunities. We will also work with partner organisations such as Cherwell District Council and Banbury Chamber of Commerce, to lobby extensively and loudly for additional enhancement of the town's offer and appeal. Nor is the BID an exclusive matter for town centre businesses; all our businesses, including many of our larger companies, have a strong interest in supporting a thriving and successful economy in Banbury.

This Business Plan has been developed through an extensive consultation process and encompasses those projects which businesses in Banbury have prioritised as having the greatest potential for improving trade and vibrancy in our town centre.

Working together, we have a real opportunity to shape the future direction of our town and I hope that, when you have read this Business Plan, you will do what many businesses have already pledged to do – vote yes to the Banbury BID.

Nick Poole
Chair of Banbury Chamber of Commerce
on behalf of the Shadow BID Board



“ I am supporting the BID as it will give Banbury a competitive advantage compared to other towns and shopping areas without a BID.

RICHARD SINGLEHURST
Union Clothing



A summary of the proposals

This is your BID, it has been developed by Banbury businesses for Banbury businesses.

Banbury town centre needs to ensure that it remains competitive and does not lose business to edge of town attractions and neighbouring towns such as Stratford-upon-Avon and Royal Leamington Spa, both of which have successful BID companies in place. Collectively, we need to invest money on projects and services that businesses feel will generate a positive return on their limited investment. To do this, we need our own Business Improvement District to ensure that businesses decide on the strategy and projects they feel will improve footfall and trade then deliver them. BIDs have enjoyed great success in the UK (with over 280 in place to date and number growing weekly) and we firmly believe that a BID in Banbury will give both your business and the town centre an enhanced competitive edge which it desperately needs.



“ A BID for Banbury presents an opportunity for us to raise the profile of our town centre, and to attract shoppers, businesses and tourists into our historic town.

SAM BARNES
Books & Ink Bookshop

Here's how the BID system works

Almost 300 BIDs have been supported by businesses in the UK and are delivering extraordinary results in their locations.

- A BID is an arrangement under which local businesses plan how to improve the trading environment around their premises
- The businesses identify projects or services that will add value and suggest a level of funding which all businesses in the defined area should invest to make them happen
- Each business invests according to their size, determined by the Rateable Value of their property
- Every business in the BID area is given the opportunity to vote for the proposals as defined in this Business Plan. A majority in favour by a) number and b) by aggregate of the Rateable Values of those voting empowers the BID to proceed. It then becomes compulsory for every business to pay their contribution to the cost of the BID, regardless of how they voted
- The funds generated are ringfenced and used to deliver a range of structured and guaranteed activities – as defined in this document and voted on by the businesses within the BID
- The BID and the projects it will fund do not and cannot replace those services statutorily provided by public agencies such as the Police and Councils which are funded by general taxation. Instead the BID will provide new funding for new projects and services in addition to those statutory services. Banbury Town Council, Cherwell District Council and Oxfordshire County Council have outlined their services in the draft Baseline Agreement to ensure that statutory services are maintained and this can be viewed at www.banburybid.com
- The proposals have to be developed to meet all of the requirements of the BID legislation

“ I am really excited about the prospect of a BID being successful in Banbury. It will allow some focused investment to improve the experience of shopping in the town. For too long we have had nothing but negative pressures on the Town Centre between the two edge of town developments, the closure of the NCP car park and the lack of a town centre supermarket. At last we have some good news which can build on the expansion of the Castle Quay site.

DON CLARK Store Manager, Boots, Castle Quay



The opportunity

This is your chance to help bring over £1 million of additional investment into the town centre over the next 5 years and see a great return on your investment. The projects have been carefully selected through consultation with businesses to positively impact on all businesses. This is therefore a huge and unique opportunity for Banbury to achieve its full potential and for businesses to take ownership of and to collectively enhance the trading conditions throughout the town centre.

Funding

- The Banbury BID would be funded by a **1.5% levy** on the current Rateable Value of eligible businesses in the BID area
- Premises within managed centres who already pay a service charge will be asked for a BID levy of 1.125% of their Rateable Value. This is because the service charge they pay already includes **some** of the benefits which the BID will deliver
- Businesses with a Rateable Value of less than £4,750 will be exempt but can choose to make a voluntary contribution if they wish
- This levy has been carefully calculated to provide sufficient funds to deliver the range of improvement projects that businesses have called for
- So, for the average business, the cost of the BID levy **will be less than £1.50 per day**

The Ballot

- As required under the BIDs legislation, the ballot will be conducted entirely by post
- You will receive a ballot paper in the middle of October and you will have until 5pm on **14th November 2017** to vote. We encourage all businesses to vote in the ballot because it is very important that we represent the will of as many eligible voters as possible
- If the ballot is successful, with a majority of businesses voting in favour by both number and aggregate of Rateable Value, the levy **will be mandatory on all businesses in the BID area** with a Rateable Value above £4,749
- If the vote is positive, the BID will then begin on **1st April 2018 for 5 years through until 31st March 2023**

BID Management

- The BID will be run by a private-sector led Board of Directors, all of whom would represent businesses or organisations paying the BID levy
- The Board will be responsible for the delivery of projects ensuring that they are delivered on time and on budget to the highest standards possible
- The Board will operate the highest standards of governance through a commitment to openness, transparency and inclusivity

“ Banbury Town Council has over recent years introduced many events and initiatives to promote Banbury as a tourist and shopping destination, including, amongst others, the Old Town Party, Canal Day, Banbury Show, Food Fair and Christmas Lights. We are very supportive of the BID and look forward to a successful vote and the opportunity to work in partnership to promote our town.

Cllr KIERON MALLON
Banbury Town Council



How much will it cost your business?

BIDs are fair in that larger businesses invest more than smaller ones and everybody benefits from the improvements.

The cost of the levy for each business is a percentage of its Rateable Value and so is based on the size and location of each set of premises. We would however urge all businesses to consider the proposed cost of the levy **as an investment** – an investment of a relatively small sum in overall business terms for what is almost certain to provide a considerable return on that investment over five years.

Businesses in Banbury have indicated that they would support a basic levy of 1.5% and we have followed national best-practice in proposing a reduced levy of 1.125% for tenants of managed centres, where businesses already pay additional fees for services provided by their landlord.

This means that the BID would only cost your businesses the following amount per year:

Standard levy rate – 1.5%

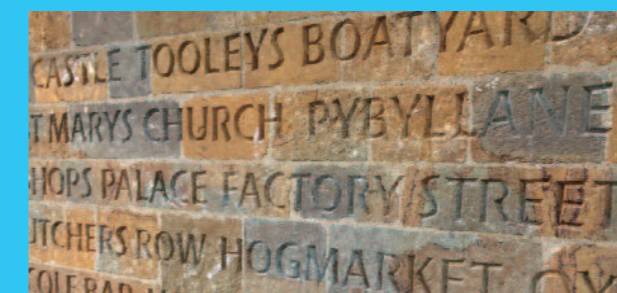
Type of business	Levy per year	Levy per day
Small – Rateable Value of £10,000	£150	£0.41
Medium – Rateable Value of £50,000	£750	£2.05
Large – Rateable Value of £150,000	£2,250	£6.16

Reduced levy rate for shopping centre tenants – 1.125%

Type of business	Levy per year	Levy per day
Small – Rateable Value of £10,000	£113	£0.31
Medium – Rateable Value of £50,000	£563	£1.54
Large – Rateable Value of £150,000	£1,683	£4.61

The average Rateable Value within the Banbury BID area is approximately £32,000, with the majority of businesses falling well below this figure. So, for most businesses, the cost of the BID levy will be less than the price of a cup of coffee per day.

The BID will also run a voluntary membership scheme for businesses within the BID area who fall below the £4,750 threshold and for businesses outside the BID area. This scheme will entitle voluntary members to receive the benefits of the Banbury BID as well as full rights in the governance and management of the BID Company, apart from the ability to vote at the Company's Annual General Meeting. Even at this early stage, we already have pledges from two companies outside the BID area to make voluntary contributions valued at £5,000 over the BID term.



Introduction to the proposed plans

Don't miss this huge opportunity for Banbury, it will only come once.

The proposed Banbury Business Improvement District aims to give Banbury businesses a direct say in the town's future in a way that has never been possible before.

Businesses will be responsible for deciding how the £1 million plus raised through a levy and other funding mechanisms would be invested over five years to improve the town.

This Business Plan sets out project ideas identified by local businesses that would make a real difference to the prosperity of the town.

The plan also explains how the BID would work, how businesses would benefit and how it would be set up and managed. This document is the defining document of the BID at its inception and represents, if your business is within the BID area, what you are voting for.

More than 530 businesses within the BID area, as defined on page 21 will decide whether the BID goes ahead by voting in a ballot to be held in October/November 2017.



The vision:

Every major project needs vision, although this one is backed up with action.

The BID has been designed to create a vibrant and prosperous town centre where visitor numbers significantly increase and businesses flourish because of this. Whether people live or work in Banbury or are simply visiting, we want to ensure that they enjoy our town centre, appreciate how much it has to offer and are motivated to linger for longer, spend more while they do and then have a desire to return, often.

What is a BID?

We're not planning on reinventing the wheel, but are planning to transform Banbury town centre.

Since the introduction of Business Improvement District legislation in 2004, over 280 Business Improvement Districts have been created across the UK and the Republic of Ireland. Ours would be only the second BID in Oxfordshire.

The majority of BIDs focus upon town and city centres, although they are not confined to these areas, with several being formed in out of town industrial or commercial areas.

BIDs are funded through a levy calculated as a small percentage of Business Rateable Value, with the levy percentage varying depending on the needs of area in question. Most BIDs set a levy of between 1 and 2%. In Banbury, the BID levy is proposed as being 1.5%, meaning that a business would pay an annual levy of 1.5% of the Rateable Value of their business premises, unless they pay a service charge to be within a managed centre, in which case the levy would be reduced to 1.125%.

All BIDs have clear and focused aims, contained within a Business Plan which all eligible businesses are asked to vote upon in a ballot. The development of this plan in Banbury has been led by the business community and has involved extensive consultation to ensure that it includes the priority activities identified by local businesses.

It is important to note that the intention of a BID is to add projects and activities over and above those which are already taking place in the town. Thus, a BID is not a mechanism through which a public or private sector body can cease to provide existing, established services.

The maximum term covered by a BID Business Plan is 5 years and the continuation of any BID beyond this term would require the production of a renewed Business Plan and a renewal ballot of the businesses within the BID area. Over 100 BIDs have achieved a successful renewal ballot and over 20 are within their third BID term, having achieved two subsequent renewal ballots.

A key point about a BID is that because it has a limited lifespan, **businesses have total control** as to whether or not it continues. At the end of the five-year period, if the BID has not delivered all it promised then it can be simply 'switched off' – businesses can decline to renew its mandate or if necessary, vote against renewal when the time comes.

The number of BIDs continues to rise around the country and they are increasingly considered as the model of best-practice for high quality town and city centre management. Those currently in operation in comparable centres within 50 miles of Banbury include Royal Leamington Spa, Stratford-upon-Avon, Milton Keynes, Rugby, Bedford and Northampton.

Given the weight of experience available from other BIDs across the country it is only natural that our BID plan embraces national best-practice standards and guidelines.

“The BID will add to the work already taking place to ensure we have a vibrant and enticing town centre for our customers.

BARRY WHITEHOUSE
The Artery



Some of the benefits for your business

BIDs are carefully designed to bring a range of benefits to all businesses, regardless of their location in the town or the sector they operate within.

Independent retailers

- Distinctive promotional campaigns to highlight the range and quality of speciality independent businesses, as well as to promote defined areas such as the heart of the Old Town
- The opportunity to participate in a number of new events and projects to raise the profile of your business
- Discounted costs on a range of business overheads, such as energy, water, telecoms, insurance and waste, which would be negotiated on your behalf by the BID
- Access to a range of professional and support services, such as stationery, print, merchant services and travel arranged for the town by the BID

National retailers

- Being part of a local network of major retailers will enable you to share and gain in-depth trading insights
- Access to key town centre performance information, such as footfall data, sales performance, car park occupancy and vacant unit trends
- The ability to collaborate operationally over seasonal trading campaigns, most notably Christmas
- Promotion and marketing of Banbury to a wider and more targeted regional audience, building footfall and therefore potential additional business
- Opportunities to lobby for funding, improved trading conditions or facilities for staff with local public bodies such as the Council or Local Enterprise Partnership

Leisure & hospitality operators

- As with the independent retail sector, promotional campaigns to highlight the range and quality of food and drink businesses – both collectively and individually
- The creation of events and projects to directly involve and promote the range of leisure and cultural opportunities in the town
- Work towards specific projects to improve the night-time economy experience and to further energise the 5pm-7pm period, as well as taking full advantage of the opportunities from the new leisure offer due as part of Castle Quay 2

Professional & office sector

- Additional activities aimed specifically at the professional & office businesses within the town centre, such as improved connections with business networks, greater links with professional development providers and better links with the local labour pool
- The ability to promote your services to more than 540 fellow town centre businesses through regular BID communications, such as newsletters
- Greater co-ordination and interaction with regional bodies, such as both of the Local Enterprise Partnerships and all three local Councils
- A more prestigious and better-presented town centre for your clients and your employees

How have we reached this point?

Significant numbers of Banbury businesses have been involved in every step of this project.

The Banbury BID proposals have not happened by accident. They are the culmination of over a year of working on the project, which was spearheaded by the Banbury Chamber of Commerce, supported by Cherwell District Council and led by a Shadow (Interim) BID Board.

Business engagement and consultation over the past 12 months has been extensive and has included:

- A comprehensive initial business survey, distributed to over 500 businesses and which elicited 115 responses
- The creation of a new Banbury BID website – at www.banburybid.com
- The creation of Banbury BID Facebook and Twitter profiles
- The production and circulation of a comprehensive feasibility report which confirmed the appetite for a BID in the town
- A series of open business presentations
- Press, radio & TV interviews
- The creation of a representative Shadow (Interim) BID Board, which has met monthly from April 2017
- Extensive consultation with Cherwell District Council, Banbury Town Council and other public bodies
- Close liaison with the Banbury Town Team Co-ordinators
- Liaison with local business groups, including Banbury Chamber of Commerce and the Old Town Business Association
- Formal notification to Cherwell District Council and the Secretary of State
- Contact with the Head Offices and Regional Managers of national businesses
- Surveys of both businesses and the public on the proposed BID projects
- The production and distribution of 8 business information leaflets from September 2016 to this point, both in electronic and hard copy format
- A comprehensive programme of one to one business visits
- Consultation on several draft versions of the Business Plan including online surveys of businesses and consumers, which elicited almost 200 responses
- An open Business Plan launch event
- Business drop-in events
- The creation of a network of businesses who are actively championing the creation of Banbury BID
- Voting reminder cards

The extensive liaison and consultation has led to the development of the following proposed BID projects, which have been refined by businesses through several previous iterations of this document.

The projects at a glance

Whilst the following pages outline the proposed projects in detail, the key activities are summarised as follows:

BETTER PROMOTED Budget £205,000 over 5 years

- Targeted campaigns to highlight the attractions of Banbury to new visitor catchments
- High-quality town centre branding to underpin a range of new promotional activities
- The use of social media channels to promote Banbury and build customer loyalty
- Promotion of the town to a regional & national audience

MORE VIBRANT Budget £250,000 over 5 years

- Projects to increase footfall during quieter trading periods
- Enhancement of the current street markets
- Enhancements to the appearance and use of vacant units
- Work to expand the impact of current events

BETTER FOR BUSINESSES Budget £125,000 over 5 years

- Providing a range of support projects for independent businesses
- Work to attract new businesses into Banbury town centre
- Negotiating reduced parking rates for business staff
- Forming key partnerships with local organisations to add weight to improvement projects

BETTER FOR VISITORS Budget £90,100 over 5 years

- Market research to inform key projects to increase visitor numbers
- Lobbying for car park improvements and additional car parking spaces
- Partnerships with key bodies to bring about further town centre improvements
- Working to influence the reinstatement of key bus services

WORKING FOR YOU Budget £380,250 over 5 years

- Employing a professional team of staff, headed up by a Director to drive forwards all BID projects & activities
- Work to raise the quality, co-ordination and promotion of the evening & night-time offer in the town centre
- Enacting a series of initiatives in order to gain the prestigious Purple Flag accreditation for the evening & night-time economy
- Wherever possible, recycling the local pound by using local businesses to help carry out BID projects

BETTER PROMOTED

Budget £205,000 over five years

Businesses told us...

- Banbury is an attractive market town with great potential and focus is required to educate and inform local people
- Promote the unique selling points of Banbury

Banbury BID will:

The BID plan is to invest in promotions, and to work with others to provide unified and collective marketing activities which gain more impact and avoid duplication.

- Create a strong and co-ordinated communications strategy in order to take the marketing and promotion of the town to the next level and to work with local, regional & national partners to pool both ideas and resources and to avoid conflict or duplication of effort
- Develop a focused 'brand identity' for the town, (i.e. what does Banbury stand for?) to provide a strong platform for all marketing and promotion undertaken
- Carry out regular market research to establish how local people and visitors to the town think it could be improved
- Arrange key promotions around Banbury events, food & drink venues, the key retail offer and our strong range of speciality independent businesses
- Create a library of strong branding images and information in a recognisable 'house-style' for our businesses and partner organisations to use to promote Banbury
- Create targeted promotions to increase footfall during currently quieter trading periods
- Develop quarterly leaflet campaigns to highlight the strengths of Banbury to key and targeted surrounding catchment areas, based on demographic profiling, where we are aware that people do not visit Banbury as often as we feel they should
- Establish and co-ordinate strong social media campaigns to promote the town
- Fortify links with partner organisations to develop collaborative projects which better promote the town's regional & national profile
- Organise website development and projection
- Use our high-quality branding and imagery to support a series of year-round promotions with our principal partner organisations



MORE VIBRANT

Budget £250,000 over five years

Businesses told us...

- It is essential that Banbury has its own BID to compete with competitor town economies
- Festival of Motoring and other events

Banbury BID will:

The BID plan is to create new events, both to cover a greater area and to boost quieter trading periods, and also work to make existing events and activities even better.

- Improve the vibrancy of the evening economy by helping drive up the overall attraction of the venues
- Create a comprehensive annual programme of town centre street entertainment
- Develop at least two more major town centre events to complement the annual events programme in the town
- Ensure that events better link the main areas of the town with each other
- Spearhead an extensive programme of high-quality speciality market events and extend the spread of these stalls throughout the town
- Work with partners to scale up and so capitalise further on established current events to ensure that town centre businesses benefit even more from them
- Work with the market operator to improve and attract more varied stalls to the existing street markets

BETTER FOR BUSINESSES

Budget £125,000 over five years

Businesses told us...

- If I can see a definite plan of action that was going to boost trade and therefore boost our business I would be interested
- Negotiate more favourable initial start-up business costs

Banbury BID will:

For a significant number of businesses, the tangible benefits provided to them by the BID would exceed the annual investment they make via their levy.

- Co-ordinate our work with that of the District and County Councils to ensure that their litter and maintenance activities better meet the needs of town centre businesses
- Develop a strong mechanism to champion and represent business views to key decision-making bodies
- Implement group purchasing initiatives to save day and night-time economy businesses money on overheads such as energy, insurance, telecoms and waste disposal
- Negotiate reduced bus fares and parking charges for staff of BID levy-paying businesses
- Produce regular updates for businesses on key performance information for the town



“ Having traded in Banbury for over 20 years, we believe that active support for the Banbury BID is the best way of ensuring vibrancy for those living in and around Banbury, as well as for our staff and visitors to the town. The funding that the BID will provide means that we will be able produce lasting benefits. Our commitment to the BID extends to us providing our services to the BID without charge and contributing to the levy, despite us being outside the catchment.

SHAUN JARDINE
CEO, Brethertons LLP



BETTER FOR VISITORS

Budget £90,100 over five years

Businesses told us...

- Banbury needs to improve to attract more visitors
- The High Street needs to be made more attractive

Banbury BID will:

The BID plan is to significantly raise standards within the town centre for both existing customers and the increased visitor numbers we plan to attract.

- Employ our own street warden team to react quickly to problem issues, such as litter, graffiti or street begging. They would also troubleshoot any issues and lobby the relevant organisation to take prompt action
- Introduce initiatives to improve the appearance of long-term vacant units whilst working to develop a new role for them, including the encouragement of new businesses into the town to occupy them
- Link with public transport operators to encourage better services at key times
- Lobby for improvements to the provision, appearance and maintenance of public areas
- Lobby for parking charge reductions for specific trading periods
- Make additional investment in the Banbury pop-up initiative to expand the imaginative use of empty business spaces
- Work with partner organisations to improve key gateway sites, including Banbury railway station

WORKING FOR YOU

Budget £380,250 over five years*

The BID plan is to operate on a sound, professional basis and to represent the ongoing needs & views of all town centre businesses

Banbury BID will therefore also:

The BID would act in a professional and transparent manner and would fulfil all of the best-practice requirements of a small company, whilst also serving the needs of all BID members.

- Employing a professional team of staff, headed up by a Director to drive forwards all BID projects & activities
- Work to raise the quality, co-ordination and promotion of the evening & night-time offer in the town centre by supporting and strengthening our venues
- Enact a series of initiatives in order to gain the prestigious national Purple Flag accreditation for the evening & night-time economy, including close liaison with all appropriate premises and organisations
- Wherever possible, recycling the local pound by using local businesses to help carry out BID projects
- Ensuring financial stability by setting a contingency sum during each financial year

*Please note that the figure above is made up of the budget headings of Other key projects, Administration & overheads & Contingency, as detailed within the five-year budget.



Your BID, with you in control

The BID would be controlled by a Board of Directors, who would all be levy-payers and who would all be fully accountable to uphold the vision of the BID and to deliver the projects within this Business Plan. The Board would be representative of both the type of business and the entire BID area and the following composition is being proposed:

Sector	Banks / Services	Independent retail	National retail	Leisure / Evening	Managed Centres	Professional / Office	Voluntary contributors
Number of voting seats	1	3	3	4	1	2	2

“Business Improvement Districts (BIDs) have become an important and accepted part of place management in the UK over a relatively short period of time. In around 15 years, they have gone from a pilot concept, through the passing of legislation in all four parts of the UK, to having nearly 300 now operational across the country.

BIDs play an important part in improving town and city centres, commercial areas, industrial estates and in supporting destination management and development. It is estimated that they brought some £75 million of investment to town centres alone in 2015 (*Nationwide BID Survey 2016*).

BIDs have promoted a new level of stakeholder engagement in the areas in which they operate, as those paying for the BID take an active and supportive role in making sure the BID achieves its objectives, often by providing considerable time to support projects. This engagement is helping to re-establish a sense of community in many places and is attracting new investment.

BIDs are strongly supported by government, who work closely with the Institute and BIDs themselves to ensure BID effectiveness.

As public sector expenditure continues to be constrained, BIDs offer an opportunity for places to make the changes necessary to be sustainable in a rapidly changing trading environment. There are many excellent examples of where this happening and businesses in Banbury now have the chance to ensure their town and their businesses, have a positive future.

SIMON QUIN
Director, Institute of Place Management



The proposed five-year budget

BIDs are accountable to their levy-payers in all ways, especially with regard to clear and robust financial planning and management.

BIDs generally have a five-year term and businesses have suggested that Banbury's BID be established for this period, operating between 2018-2023 in order to allow the optimum amount of time for projects to be initiated and delivered successfully.

The Banbury BID would be run as a not-for-profit organisation and so the budget within this Business Plan proposes income as being equal to expenditure over the life of the BID. Other BIDs have been proven to generate significant additional income in the form of grants, sponsorships, voluntary business contributions and trading activities as they develop.

Banbury BID Outline Budget 2018-23

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Income						
BID levy income	£224,070	£224,070	£224,070	£224,070	£224,070	£1,120,350
Confirmed voluntary contributions	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000
Less collection charges	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
Total income	£210,070	£210,070	£210,070	£210,070	£210,070	£1,050,350
Expenditure						
Better promoted	£41,000	£41,000	£41,000	£41,000	£41,000	£205,000
More vibrant	£50,000	£50,000	£50,000	£50,000	£50,000	£250,000
Better for businesses	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000
Better for visitors	£18,020	£18,020	£18,020	£18,020	£18,020	£90,100
Other key projects	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Administration & overheads	£44,800	£44,800	£44,800	£44,800	£44,800	£224,000
Contingency	£11,250	£11,250	£11,250	£11,250	£11,250	£56,250
Total expenditure	£210,070	£210,070	£210,070	£210,070	£210,070	£1,050,350

1. Assumes Levy collection of 97%
2. Contingency has been set at 5%, as per industry guidelines
3. Administration & overheads have been capped at 20% to be consistent with industry guidelines
4. BID levy collection costs have been estimated at £27.50 per unit, which is well within the industry maximum guide of £35 per unit

Potential additional revenue

The bulk of BID income is derived from the business levy, with a prudent anticipated collection rate of 97%, however, in addition to this:

- We consider that, in following the experience from other BIDs, the Banbury BID would generate at least an additional 20% of income by the end of its first 5-year term, so creating an additional 20 pence for every pound invested by businesses
- Banbury businesses will be aware of the imminent development of the second phase of the Castle Quay centre, the footprint for which is included within the proposed BID area and so would therefore be likely to add significant revenue to the BID

We have adopted a prudent financial approach to both of the above and have not accounted for them within the table above, although estimate that they would provide a combined additional income to that shown of approximately £375,000 over the life of the BID.

Measuring the effectiveness of the BID

How you would know if the BID is working for you?

The Banbury BID offers a very clear vision and would also establish a number of activities to measure the impact of the projects contained within this plan to achieve this vision:

- Establishing, measuring and reporting on a package of town centre indicators, to include sales performance, pedestrian footfall and vacant unit levels
- Sampling through survey work with a fixed percentage of BID businesses each year to seek detailed feedback on their perception of the performance of the town and the BID. Over the five-year term every business would be approached for their opinions and input
- Extensive and regular interaction with BID businesses by the Management team and Board of Directors to gain information on the workings of the town and the BID
- Producing and distributing an Annual Report to BID members to track progress and develop activities in line with business feedback
- Providing all BID levy-payers with the opportunity to attend an AGM to hear reports on the operational, project and financial management of the BID. This would coincide with the publication of a detailed Annual Report which would include the key facts from our BID performance monitoring
- Producing an independent mid-term review of all aspects the Banbury BID which would be sent to all levy-payers

All of these would be communicated back to all BID businesses on a regular basis by ebulletin, newsletters and our frequent stakeholder meetings.

“ Banbury has so much to offer as a historic market town. The BID will help it be the number one choice for shopper and visitors and more fully realise its potential.

Peter Howlett
Whistling Kettle Café

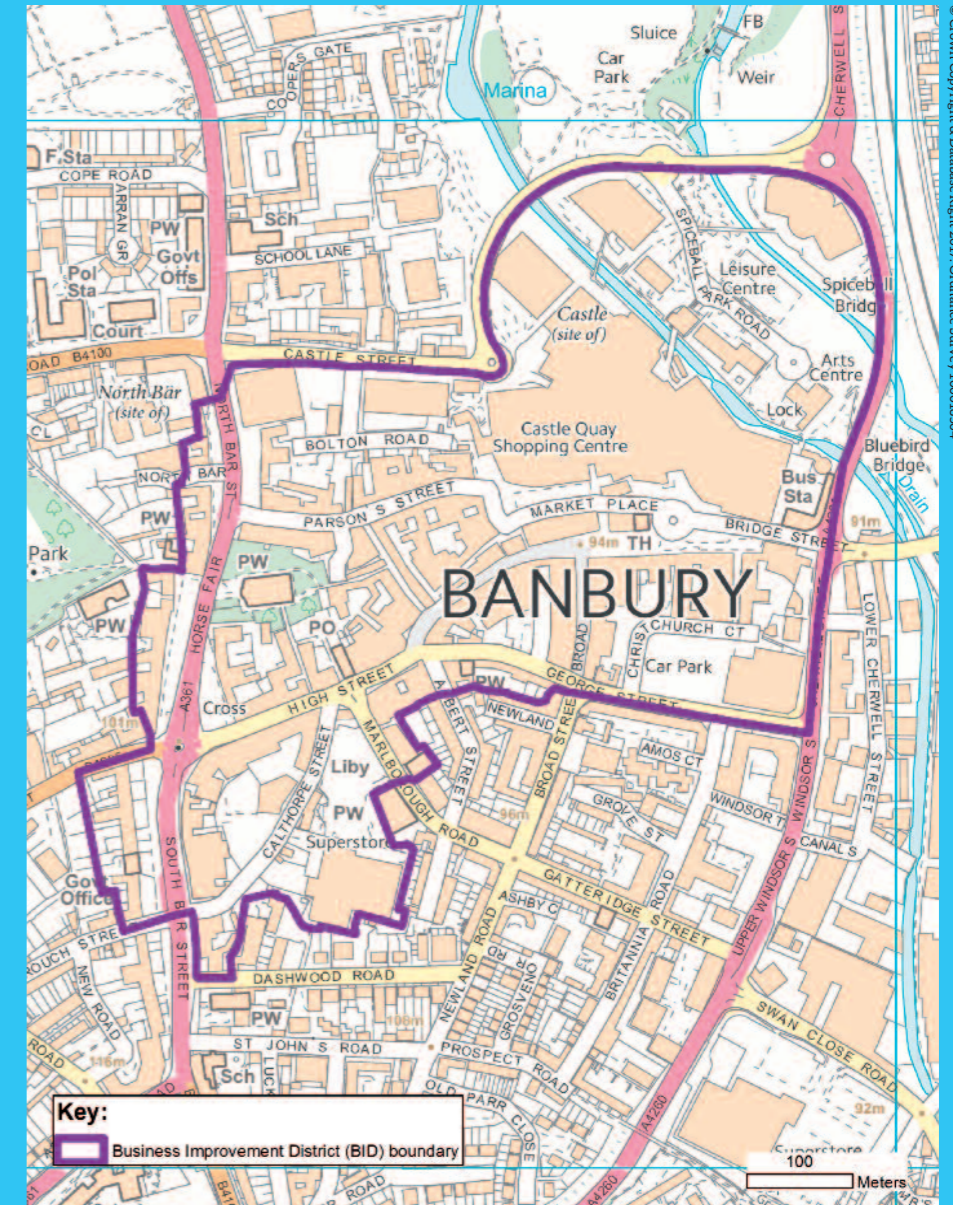



The proposed BID area

Whilst the BIDs would operate within a defined area to the direct benefit of levy-payers, it would also bring wider benefits and businesses outside the BID area are encouraged to make voluntary contributions.

Business feedback has indicated that a BID should cover the area shown on and within the purple line on the map, including the following main streets:

- Albert Street
- Bolton Road
- Bridge Street
- Britannia Road
- Broad Street
- Butchers Row
- Calthorpe Street
- Castle Quay Shopping Centre
- Castle Street
- Cherwell Street
- Christchurch Court
- Church Lane
- Church Passage
- Dashwood Road
- Gatteridge Street
- George Street
- Horse Fair
- High Street
- Jubilee Court
- London Yard
- Malthouse Walk
- Market Place
- Marlborough Place
- Marlborough Road
- North Bar Street
- Parsons Street
- Pepper Alley
- South Bar Street
- Spiceball Park Road
- West Bar Street
- White Lion Shopping Walk
- Windsor Street



The baseline & operating agreements

How you can be reassured that the BID will add value and not be used as a reason for public services to be cut.

In developing this BID proposal, we have carried out extensive consultation with Cherwell District Council over a number of aspects of the proposal and they have consistently voiced their wholehearted support for the BID project.

Specifically, we have worked with the Council in assessing the levels of service which are currently provided by the public sector in the town which has led to the development of agreed 'Baseline' levels of operation. **They have agreed that, as far as possible given the current national economic circumstances, they will maintain these levels of service throughout the term of the BID.** The services which have been considered are as follows and the BID would deliver additional activities over and above this level.

List of services:

- Business support
- Floral displays
- Street cleansing
- Street lighting
- Car parking
- Highways maintenance
- Street entertainment
- Traffic management
- Christmas lights
- Place management
- Street furniture maintenance
- Events
- Security measures

We have also agreed a draft Operating Agreement, which details the proposed arrangements for BID levy collection and both the draft Baseline Agreement and the draft Operating Agreement are available for any potential BID levy-payer to view at www.banburybid.com

Other opportunities

It is expected that the BID would make the very most of all the opportunities which are currently available in Banbury and link closely to ensure that the town centre gains the maximum benefit from the plans which are currently in place and which include:

- **Development** – land has been allocated for over 5,000 new homes to be built in Banbury over the next 15 years
- **New residents** – the 5,000 new homes are likely to translate to over 10,000 new residents living in close proximity to the town centre
- **Employment growth** – 48 hectares of new employment land has been allocated, which is likely to result in 3,500 new jobs

Banbury's future economy is therefore looking bright and the BID would ensure that town centre businesses are at the forefront of capitalising on this growth.



The development of the proposed levy

A BID levy is an investment in the town and all income would be retained locally to fund this plan.

When deciding the proposed levy for Banbury, we took both the results of the business survey and subsequent consultation with businesses and also the levels set by a number of established BIDs, which we have used for comparison.

The achievements of other BIDs

BIDs are proven to deliver tangible results.

There are more than 280 BIDs already operating across the UK, with the majority focusing on town or city centres and many seeing significant improvements in footfall and increased sales. In total, BIDs have raised over £200 million, including additional revenue sources, to fund the improvement of their BID areas. Here are some examples of their achievements:

- **Marketing and promotion** – Royal Leamington Spa BID oversee a range of customer-focused campaigns to promote their town centre offering. In 2016, they carried out over 10 campaigns to significantly increase the number of visitors to their town
- **Parking reductions** – Worcester BID have developed a range of parking offers for BID businesses with car park owners and operators in the town. This enables businesses to provide discounted rates to staff and subsidised parking to key customers
- **Short-stay parking offers** – Great Yarmouth BID successfully introduced a 'First Hour Free' car parking campaign
- **Further town centre events** – Stratford-upon-Avon BID have created a series of major town centre events, including the River Festival, which attracts over 50,000 visitors into the town centre area over a weekend
- **Funding & investment** – BIDs are currently responsible for directly funding over £75 million of investment per year
- **Publicity & PR** – The 'It's in Nottingham' BID campaign to support independent businesses in the city generated PR coverage which reached 800,000 people
- **New business support** – Winchester BID created a Business Centre incubator space within their BID area for start-up businesses
- **Proven voting** – an extremely high proportion of BIDs have enjoyed ongoing ballot success, meaning that a number have been endorsed 2 or 3 times by a business vote, indicating that BIDs really do work and continue to be supported in their areas



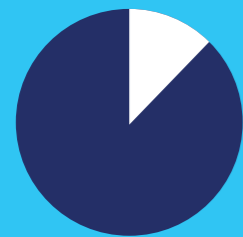
The feasibility study and how businesses have been involved

Business involvement, every step of the way.

Businesses have been at the heart of developing the BID proposal at all stages of the process.

Firstly, businesses in Banbury were asked for their views in early 2016, via an open survey, which was available as an online form or through a face to face business visit. The survey was structured to seek the views of businesses as to which improvement projects they considered would boost their performance and to test their willingness for a Business Improvement District to be proposed. A strong and representative sample of 115 responses (representing a response rate of 21% based on the final size of the BID area in our proposal) was received and the main messages were as follows:

- Businesses were very supportive of a Business Improvement District
- The focus of BID projects should include:
 - Improvements to key empty shop units
 - Lobbying for car parking improvement schemes
 - Marketing & promotional campaigns
 - Street markets & festivals
 - Events & entertainment
 - Business cost reductions in areas such as energy, insurance or waste disposal
 - Public transport concessionary rates for business staff
- The proposed boundary of the BID should cover the core town centre area, giving a slightly wider boundary than that suggested initially by the Local Authority
- A 1.5% BID levy would be acceptable to sampled businesses



Business satisfaction about how well Banbury is currently performing was generally very poor, with only 13% fully or very well satisfied with it as a retail destination

The reasons given for why businesses feel that Banbury underperforms were centred around:

- 1 Car parking costs
- 2 Insufficient range of shops
- 3 Too little to distinguish Banbury from its competitor locations
- 4 The appearance of retail units
- 5 Street begging
- 6 Insufficient promotion & marketing of the town
- 7 Too few customers
- 8 The image of the town
- 9 Not enough parking spaces
- 10 The quality of the leisure offer

The main competitor locations



were considered to be Banbury's out of town retail parks, Royal Leamington Spa, Milton Keynes and Oxford

Approximately 80% of respondents felt that Banbury would benefit quite a lot or hugely from the additional spend a BID would bring, with only 4% considering that there would be no benefit

These BID proposals for Banbury have also been subject to extensive consultation with town centre businesses and stakeholders, as described on page 11

Timeline to creation of the BID

Taking the right time to follow the right process.

We have followed national best-practice in taking the requisite time to fully consult businesses during the production of this Business Plan and the ballot will take place a year after we began to seek the views of businesses, in October 2017.

Date	Milestone
Autumn 2016	Business survey
February-July 2017	Extensive consultation with businesses to develop the draft Business Plan projects
May 2017	Formal notifications to the Secretary of State and the Billing Authority of intention to hold a ballot and to issue the Business Plan
September 2017	Launch of the Banbury BID Business Plan
September 2017	Notice of ballot given
17th October 2017	Ballot papers issued
14th November 2017	Day of the ballot
15th November 2017	Ballot result declared
December 2017 - April 2018	Board of Directors and staff appointed, subject to a positive business vote from ballot result, and BID begins initial operations
1st April 2018	BID levy invoices issued and company formally begins operating, subject to a positive business vote from ballot result

“ Banbury Museum is pleased to support an initiative which will encourage growth and development, making our attractive town centre a great place to be.

SIMON TOWNSEND
Director, Banbury Museum



The proposed BID Company

(ownership & management)

Led by businesses for businesses, owned and operated by you.

If the ballot is successful, a new company would be created to manage and run the BID. All the levy-paying businesses would be entitled to become the owners of the company (the members) and all members would be entitled to vote at member meetings and those meetings would include the appointment of the Board of Directors.

It is proposed that a Board of up to 16 volunteer Company Directors would be elected from the members to create a representative, business-led group to oversee the financial, managerial and operational activities of the BID. This would include the appointment of a full time Managing Director.

The Managing Director would be a pivotal appointment not just to ensure that the work of the BID company is not left to volunteer directors but to ensure that the appropriate time and energy is put into driving the BID.

This Company would be Limited by Guarantee, which means the members' liability would be limited to £1.00 each. The Directors would have their regulatory liability covered by Directors & Officers insurance.

The levy-payers will have the ability to create 2 classes of members (e.g. for partner organisations such as Cherwell District Council, Banbury Town Council and Banbury Chamber of Commerce). Those partner members could in turn be allowed to appoint non-voting observers to the Board.

This structure would ensure that the Board of Directors will be fully accountable to BID levy-payers and would be controlled by BID levy-paying organisations. It is anticipated that senior figures within the levy-payers would form part of the management of the company. The Board would meet at least 6 times per year and receive both management and financial reports at each meeting. They would communicate regularly with you as a levy-payer on key issues, particularly including progress against this Business Plan.

All BID levy-payers would be entitled to attend meetings of the Board to raise any matter and the Board would also follow industry best-practice in the following areas:

- Being subject to independent, accredited, external audit, leading to the production and submission of an Annual Report, annual accounts and the submission of statutory financial and corporation tax returns
- Producing regular updates to BID levy-payers
- Allowing the rotation of Board representatives as required via elections

The voting process

Your vote, your choice.

By law all BIDs need to be established via a ballot of those eligible business listed on the Rating database held by the Local Billing Authority and the vote is conducted entirely by post.

The votes will be sent to either the tenant of the business or the landlord (in the case of vacant units), within the defined boundary and an independent, authorised organisation called Electoral Reform Services will be carrying out the voting process on our behalf.

For the BID to be successful, there are two requirements which must be met:

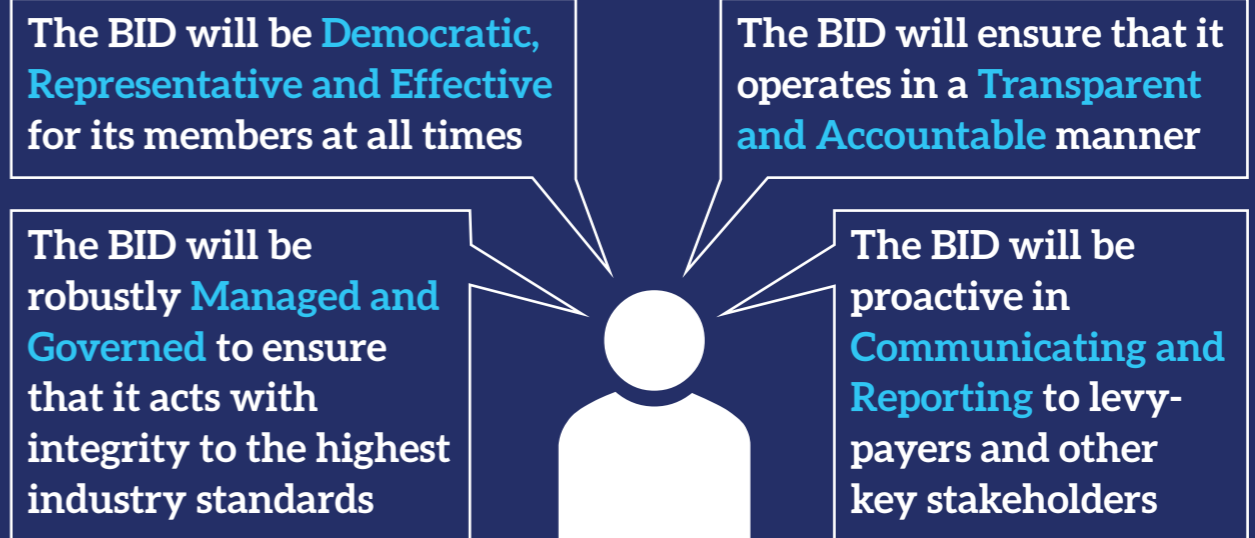
1. A majority of those who vote must have voted in favour
2. The total Rateable Values of those who vote yes must exceed that of those who voted no

The ballot papers will be sent out on 17th October 2017 and completed papers are required to be received by post to the Electoral Reform Services offices no later than 5pm on 14th November 2017, with the result being announced as quickly as possible thereafter.

Guiding principles for the Banbury BID

How you can be assured that the BID would work in your interest.

The Banbury BID will be run by town centre businesses for town centre businesses and will deliver only the priority actions which have been identified by town centre businesses. It is therefore considered of paramount importance that the BID should display the highest possible standards of probity and governance and the following key principles have been adopted to achieve this:



Proposal information

Forming a BID is an important legal process.

The BID would be governed under legislation, with the following main rules being proposed. A more detailed proposal information document is available for any potential BID levy-payer to view on the BID website.

1. This is a first BID proposal to cover the period 1st April 2018 to 31st March 2023 inclusive
2. The services the BID would deliver would be in addition to any public or private sector organisation
3. All National Non-Domestic Ratepayers within the proposed boundary will be liable to pay the BID levy, with the exception of any business with a Rateable Value below £4,750, which will be exempt
4. The BID levy is proposed at 1.5% of applicable Rateable Value, excluding those within managed centres who would be subject to a 1.125% levy
5. The BID levy will apply from 1st April each year
6. VAT will not be charged on the BID levy
7. None of the costs of developing this BID proposal will be recovered from levy receipts

More detailed information on the BID proposal is available at www.banburybid.com

Frequently asked questions

Your reassurance that this is a fair process.

This section is designed to answer a few common questions about what is being proposed:

Is the BID truly business-led?

Absolutely! In Banbury, the BID has been proposed and led by businesses and would be governed by a business-led Board of Directors, who would be elected once the ballot has taken place. The plans have also involved public-sector partners and those from appropriate local organisations and it is proposed that these strong links between all sectors would be enhanced.

Would I have to do anything if a BID is approved?

Whilst we encourage the involvement of as many businesses as possible in the BID, because it serves their interests, the only requirement on any business would be to make their annual investment via the BID levy. The BID would be run by a professional paid team, meaning that no businesses are required to spend any time on the BID if they are unwilling or unable to do so.

Is all the money spent within Banbury?

Yes - all of the BID income is used on the BID projects contained within this Business Plan with no money being diverted away from the BID Company. 100% of the income will be spent on additional activities to improve the town's offer and the performance of your business.

What if I vote no?

The vote is very democratic and if sufficient businesses vote against these proposals, they simply will not happen. The opportunity for the investment of over £1 million will be lost and the projects listed will not go ahead, meaning that Banbury's competitor locations with BIDs will grow even stronger by comparison.

Where will ballot papers be sent?

The ballot papers are posted using the details held by the Local Billing Authority, which have also been subject to a number of checks to ensure that the correct details are used for all liable businesses.

Have all businesses been involved?

As well as the initial survey, the BID team have met and communicated with as many businesses as possible and have used their best endeavours to engage with all businesses at both local and Head Office level. A range of methods and media have been used to promote the Banbury BID as widely as possible.

“I'm a co-founder of Toast Design, which we started 20 years ago in the town centre and we're still in the town today, creating 18 jobs. We're extremely proud of the town and we know what it's like to operate an independent business in Banbury. I'm very supportive of the BID as it's clear to me that our town centre needs investment to help it fulfil its potential, making it more welcoming, attractive and vibrant, increasing visitors and bringing much-needed trade into the town. This our opportunity to work together to help create a stronger and better future for our town.

CHRIS TYMON Toast Design



Have these proposals been put together properly?

Yes - every effort has been made to follow industry best-practice and we have followed the guidelines produced by several national organisations, as well as the BID legislation itself and our proposal meets or exceeds the following requirements:

Additional income	This proposal commits to seek up to 20% of income in addition to the BID levy over the life of the BID, although a prudent approach has been adopted and so this income has not been included within the proposed budget
Aims and objectives	The plan explains how the BID would deliver improved trading for Banbury
Ballot	The timescale for the entire ballot process is clearly defined and both the BID and the District Council will quickly and clearly communicate the ballot result at the end of the voting period
Baseline Agreement	The BID has been designed to deliver additional services over and above the current, defined service level and a detailed draft Baseline Agreement can be seen at www.banburybid.com
BID boundary	The proposed BID area has been chosen to represent universal business interests and is formed around the natural town centre limits
Budget	A detailed budget has been produced, which includes all income & expenditure, as well as the provision of prudent contingency
Caps	No maximum levy caps are proposed to the BID levy payable
Communications	A number of detailed communications with BID members have been carried out and are highlighted within this proposal
Company	It is proposed that the Banbury BID would operate on a not-for-profit basis as a Company Limited by Guarantee
Concessions	A reduced levy rate of 1.125% is proposed for tenants of managed centres
Consultant contact details	Full contact details have been provided for Heartflood Ltd throughout the BID process and are detailed within this document
Database	The voter database has been refined to include the correct voter contact details, including those that are Head Office voting addresses
Development costs	None of the costs involved in developing this proposal will be repaid by the BID
Empty properties	The liability for the BID levy on any eligible vacant premises would revert to the landlord
Exemptions	Any premises with a Rateable Value below £4,750 will not be liable to pay the BID levy, although they will be able to join as voluntary members

Governance	The structure and operation of the BID Company has been designed so as to mimic the highest possible standards of representation, governance and transparency seen across the BID movement
Inflation	The proposed BID levy will not be subject to inflation
Levy	The proposed levy has been selected as the minimum possible to deliver the required improvements and is considered to represent excellent value for money to levy-payers
Levy collection costs	Cherwell District Council have applied the minimum possible collection costs, which represent a cost of £27.50 per unit. This compares favourably with the maximum industry standard of £35 per unit. The chargeable day policy will operate, which means that liable parties will pay their levy for the year in advance with no refund due in the case of subsequent non-occupation
Mid-term review	The Banbury BID would undertake to commission and publish an independent review during the third year of the proposed five-year term
Monitoring	The BID will employ regular and robust reporting mechanisms, which will include an annual survey of a representative sample of levy-payers, an Annual General Meeting and an Annual Report
Notices	All notices have been issued in line with the prescribed regulations
Operating Agreement	The BID has liaised extensively with Cherwell District Council as the Local Billing Authority and a detailed draft Operating Agreement is shown at www.banburybid.com
Operating costs	The proposed budget includes a detailed breakdown of all BID operating costs
Premises	All relevant and eligible public and private sector premises have been included within the BID database
Proposals	This document summarises a proposition to deliver additional services in Banbury
Research and Consultation	The BID development process has been carried out in a very open, inclusive and transparent manner and a number of consultative techniques have been employed over a twelve-month period. This has led to active engagement with the majority of those who will be eligible to pay the BID levy
Revaluation	The 2017 Rateable Value lists, as updated annually on the 1st January, will be used for the calculation of BID levies for the duration of this proposal
Services	The proposed BID projects have been generated through local research, are able to be measured and have been fully costed
Term	The duration of the proposed BID, to include start and end dates, has been published
Transparency	Every effort will be made to ensure the transparency of the operation of the BID, including the production and distribution of detailed progress, monitoring and financial reports
Variation	There is no intention to significantly vary the projects within this plan and consequently a Variation Ballot is not expected

Just a few of the Banbury BID supporters



Images courtesy of Heartflood and Tudor Photography. Printed by Banbury Litho.

BETTER PROMOTED MORE VIBRANT BETTER FOR BUSINESSES BETTER FOR VISITORS WORKING FOR YOU

Contact us

For any further information on any aspect of this proposal, please contact:

Heartflood 

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Heartflood Ltd
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www.banburybid.com

 @BanburyBID

 /BanburyBID



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Cherwell District Council

Executive

2 October 2017

Results of the Residents' Satisfaction Survey 2017

Report of Director – Strategy & Commissioning

This report is public

Purpose of report

This report provides a summary of the key messages from the Annual Residents' Satisfaction Survey which was undertaken between 8 May and 16 June 2017. Full details from the survey are contained in Appendix 1 which is the full report delivered by the independent company who managed the survey on behalf of Cherwell District Council (CDC). This report also outlines recommended actions to further develop the Annual Residents' Satisfaction Survey as an integral part of CDC's consultation with residents.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report and appendices
- 1.2 Make use of the appropriate results as part of the annual Business Planning objectives and targets setting for 2018/19
- 1.3 Agree that the 2017 results are used for future target setting and benchmarking

2.0 Introduction

- 2.1 This is the second year of the joint (with South Northamptonshire) three-year contract with Marketing Means, who manage the annual residents' satisfaction survey for CDC with the Strategic Intelligence & Insight Team (SII team) following a re-tender of the contract in 2015/16.
- 2.2 The question base was varied (in consultation with service managers) as per the recommendations from last year's survey. High density questions were removed to reduce the volume. However these questions will be captured as part of the 'deeper dive' service specific consultations.

2.3 The survey was sent out to a random sample of 3,500 households across the Cherwell District with a further reminder mailing issued to those respondents who had not replied.

The reason for stratifying the sample by ward in the first instance is to assist with achieving a geographically representative response to the survey. The Land Registry database was cross-referenced with the Council Tax list to ensure (as far as possible) that all the properties delivered to were currently occupied. This was a very successful approach as the number of undelivered surveys reduced from 112 in 2016 to 10 in 2017.

A total of 1,071 surveys were returned - giving a response rate of 31%. This is an increase from 1,034 returned in 2016.

2.4 All households in the sample received a postal survey with an opportunity to complete the survey online. 82 (8%) online surveys were completed (which are included in the response rate above).

2.5 The final respondent profile has been weighted by age and gender in order to be more reflective of Cherwell's population as a whole (using the Office for National Statistics Mid Year population estimates 2015). The respondent profiles within this report illustrate the unweighted and weighted data achieved.

2.6 For key questions, respondents were asked to state whether they were:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

For the purpose of the key messages below and the full report (Appendix 1), 'Fairly satisfied' and 'Very satisfied' have been combined to 'satisfied' and 'Fairly dissatisfied' and 'Very dissatisfied' have been combined to 'Dissatisfied'.

2.7 More specific questions asked the respondent for a rating between 1 and 10, where 1 is very satisfied and 10 is very dissatisfied.

For the purpose of the key messages below and the full report (Appendix 1), the following groupings have been applied to these ratings:

- Very satisfied (1,2)
- Fairly satisfied (3,4)
- Neither satisfied nor dissatisfied (5,6)
- Fairly dissatisfied (7,8)
- Very dissatisfied (9,10)

Where people have not answered a question, they have not been included in calculating the percentage satisfied/dissatisfied answers.

3.0 Report Details

Headline key results

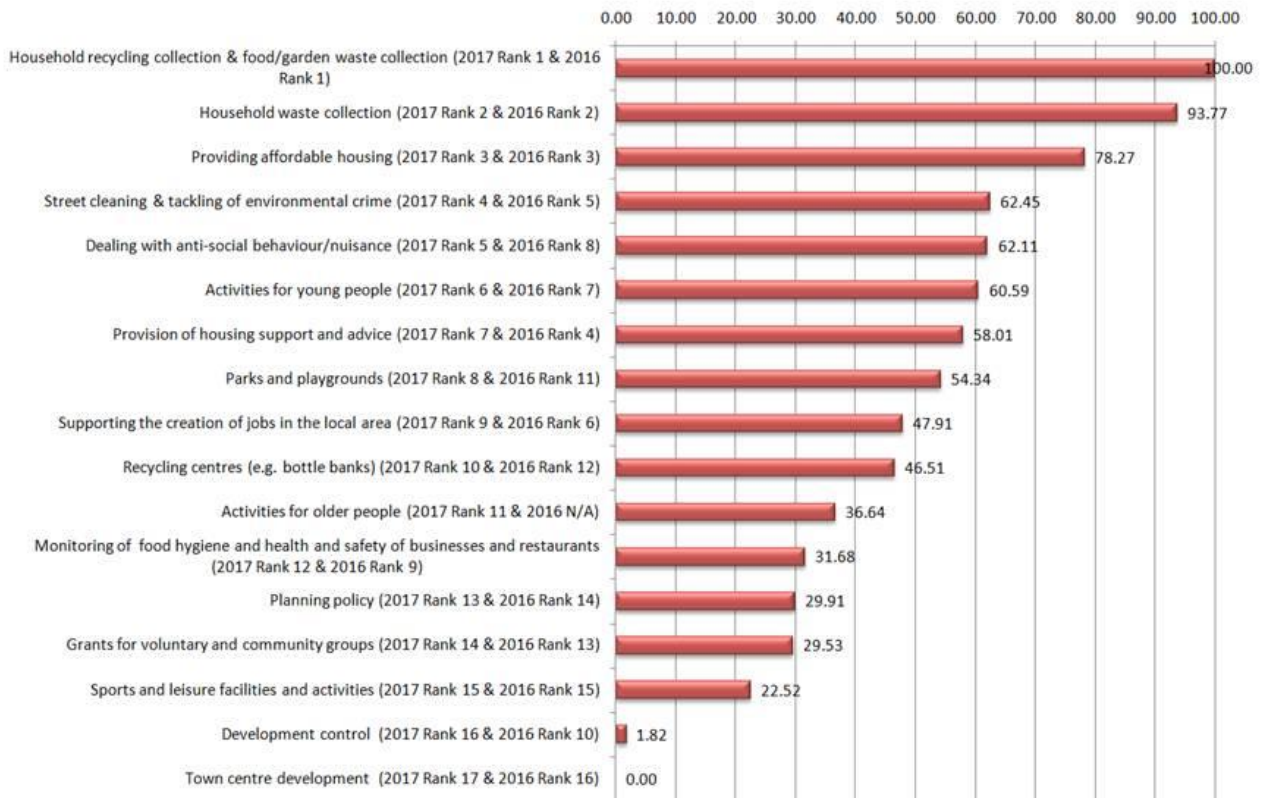
- 3.1 Satisfaction with the local area as a place to live has increased from 80% in 2016 to 82% this year. See Appendix 2 – map
- 3.2 Satisfaction with the services provided by Cherwell District Council overall is 62%, a fall from 69% in 2016. However, there is not an increase in dissatisfaction, this remains exactly the same at 12%. The number of people who answered ‘neither satisfied nor dissatisfied’ has increased from 19% last year to 25% this year.
- 3.3 Table 1. A high level overview of the overarching questions compared to last year’s results, including respondent numbers. % has been rounded where applicable. (the number of respondents per question is in brackets)

	Overarching Questions (completed by 1071 residents)	2017	2016	Change
Overall Satisfaction	Satisfaction with local area as a place to live	82% (1033)	80% (1001)	2%
	Satisfaction with services provided by CDC	62% (1016)	69% (1001)	-7%
Value for Money	Agree that CDC provides value for money	42% (930)	35% (907)	7%
	Did not feel informed about the benefits and services the Council provides	47% (969)	40% (935)	7% (negative)
	Did not feel informed about what the Council spends money on	48% (955)	51% (922)	-3% (positive)
Environmental Services	Satisfaction with Green bin collection service	86% (1052)	82% (1016)	4%
	Satisfaction with household recycling collection service	84% (1046)	80% (1006)	4%
	Satisfaction with food and waste collection service	86% (1039)	83% (982)	3%
	Satisfaction with recycling centres	82% (1034)	77% (963)	5%
	Satisfaction with street cleaning service	69% (1021)	62% (972)	7%
Leisure Services	Satisfaction with way parks and play areas are looked after	70% (896)	69% (825)	1%
	Satisfaction with leisure facilities provided by the Council	57% (866)	63% (686)	-6%
	Satisfaction with leisure activities provided by the Council	50% (597)	54% (604)	-4%
Community Safety	Satisfaction with Council's approach to dealing with ASB and nuisance	37% (766)	42% (730)	-5%
Car Parking	Satisfaction with local car parking facilities managed by CDC	48% (998)	62% (939)	-14%

4.0 Analysis of 2017 results

4.1 The Priorities Question 7 asks 'Which council services would you prioritise for maintaining the current level of service provision'.

This was responded to by 1057 compared to 1012 residents in 2016.



Key services to be maintained by the Council were identified as:

- Household recycling collection and food/garden waste collections
- Household waste collection
- Providing affordable housing

These three key services remain unchanged from 2016

The three services rated lowest in terms of maintaining current level of service provision:

- Sports and leisure facilities and activities
- Development control (e.g. planning permission and enforcements)
- Town centre development (e.g. improving town centres through schemes such as pedestrianisation)

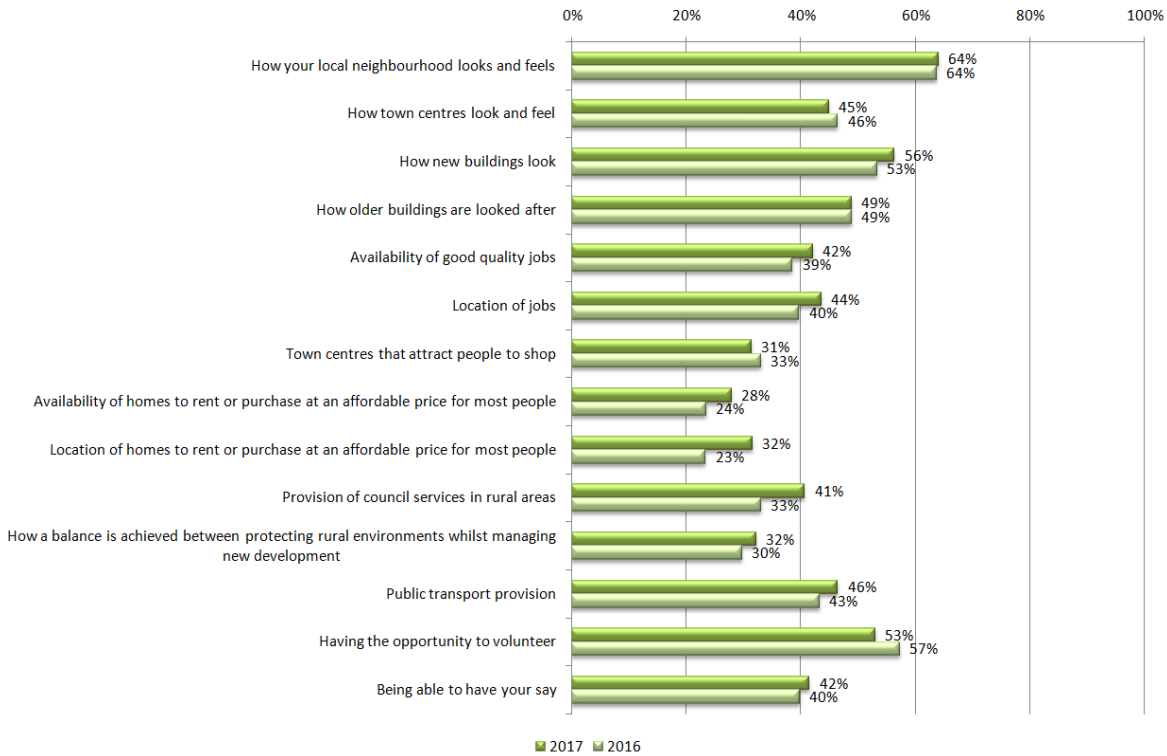
The top three key services to be maintained remain unchanged from 2016

Through consultation with services around the questions the 'Arts & Culture' service was replaced with 'Activities for older people'. Hence there isn't any data to compare with 2016 results.

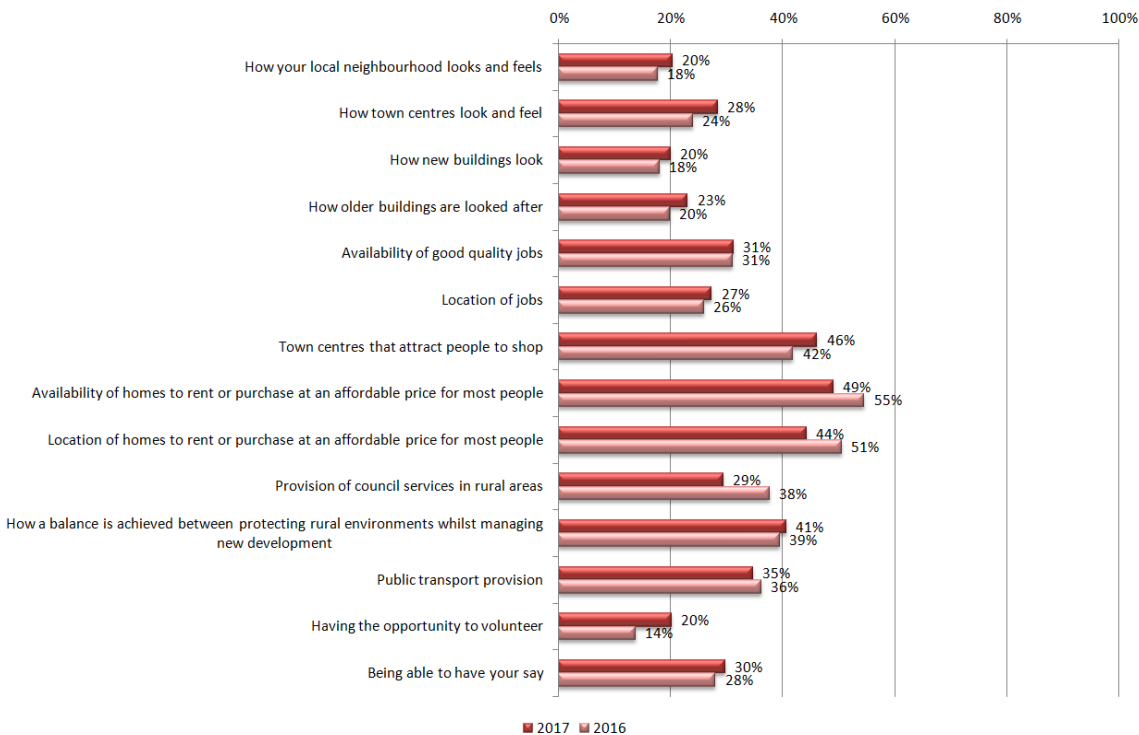
4.2 Aspects of the District. ‘How satisfied or dissatisfied are you with the following across the district, where 1 is very satisfied and 10 is very dissatisfied?’

The tables below show how residents felt about aspects of the district comparing 2016 and 2017.

Satisfaction (scored 1-4) with aspects of the district



Dissatisfaction (scored 7-10) with aspects of the district



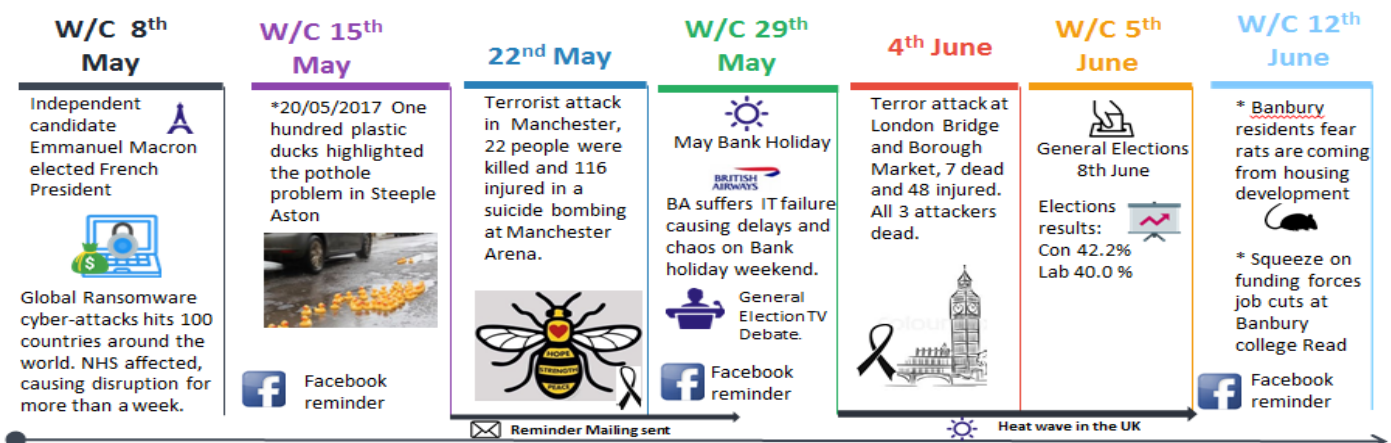
5.0 Context during the consultation period 8 May to 16 June

This year's survey was launched on 8 May. The illustration below shows some of the headlines featuring in the news, weather and when survey reminders were sent out to residents via social media. The second part of the image illustrates response rates per day. Whilst we cannot say evidentially if any of the news events triggered responses, this is useful information from a local, national/international contextual point of view.

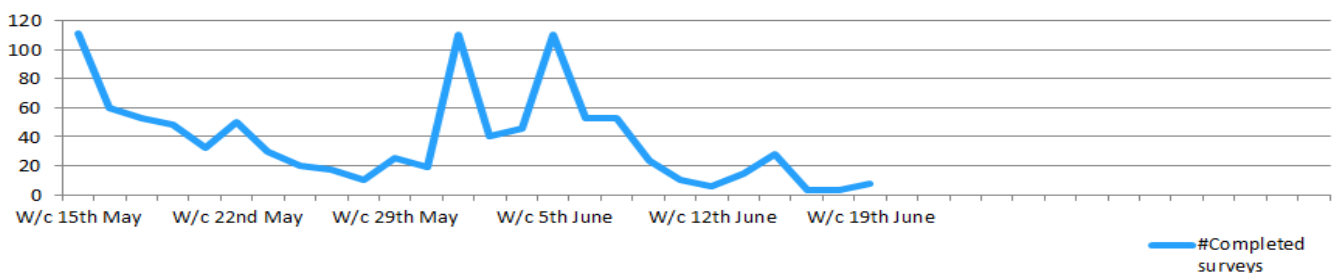
Within the first five weeks, a global cyber-attack occurred; two terrorist attacks in the UK and a general election were amongst the news, along with a heat wave. The illustration below shows a peak from the go-live launch and as a result of social media communications/reminders.



NEWS HEADLINES BETWEEN THE 8TH MAY TO 12TH JUNE 2017



RESIDENTS SATISFACTION SURVEY 2017 RESPONSE RATE PER DAY



* Cherwell local news

6.0 Conclusion and Reasons for Recommendations

6.1 While key results have shown a dip in some areas of performance when compared to the performance last year, it is critical to consider the improvement in the number and range of respondents we are now using. It should also be noted that overall satisfaction with the area as a place to live has risen from 80% to 82%.

Instead of asking a very small sample of people who have volunteered to respond,

we are posing the questions to a far broader set of respondents and getting a more representative view of satisfaction from Cherwell residents.

- 6.2 The annual residents' satisfaction survey is a core method of getting feedback from our residents. By reviewing the question base to align it with key service requirements for customer opinion and also the aims and priorities of the Corporate Business Plan, we will improve the quality of information we receive and the decisions that are made based on feedback and satisfaction data. A more concise survey may also improve response rates.
- 6.3 The service specific deep dives, coordinated by the SII team, will enrich the council with more detailed customer feedback and insight enabling evidence-based decision making within the business planning process.
- 6.4 The SII team, having analysed results with services, will start to communicate feedback to our residents as to the results and whilst working with the Communications team ensure a 'You said, we did' element is taken to all feedback whether satisfied or dissatisfied. The services and members value the opinions of our residents and currently make use of these results through business planning. This year we will be doing much more with results and engaging with our customers through the service specific deeper dive approach, targeting customer-focused residents for each and every service area.
- 6.5 This year's results will be discussed with all services but not in isolation. The SII team will be collating all relevant intelligence surrounding the service by ward area and slicing the data to look at the demographic breakdown of the respondents per question. This will enable a richer approach to who the services' customers are and then enable a more targeted approach of service delivery resulting in satisfaction improvement.

7.0 Consultation

- 7.1 Consultation will take place with officers and services before the service deep dives take place ensuring services are an integral part of understanding who their customer is currently and who they might be in the future.

8.0 Alternative Options and Reasons for Rejection

- 8.1 Not linking into the approved Consultation strategy and not following the actions would result in less information/feedback about our customers.
- 8.2 The improved respondent base has illustrated improvement in some areas and areas that require further delving into which is part of the SII team remit. Reverting to a more select group of respondents could potentially mask issues.

9.0 Implications

Financial and Resource Implications

9.1 There are no financial implications arising from this report

Comments checked by:

Paul Sutton – Chief Finance Officer, 0300 003 0106

Paul.Sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

9.2 There are no legal issues arising from this report.

Comments checked by:

Richard Hawtin – Law & Governance, 01295 221695

Richard.hawtin@cherwellandsouthnorthants.gov.uk

Risk Implications

9.3 There are no risk implications arising from this report

Comments checked by:

Julie Miles – Strategic Intelligence & Insight Team Assistant, 01295 221553

Julie.miles@cherwellandsouthnorthants.gov.uk

10.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The satisfaction survey results link to many different services, contributing to all corporate aims. In future, there is an opportunity to align these links more strongly so that the satisfaction survey can both help provide evidence that local priorities are being addressed and also highlight issues which may need more in depth consideration.

Lead Councillor

Councillor Richard Mould, Lead Member for Performance Management

Document Information

Appendix No	Title
1	Full residents report from Marketing Means
2	Map 1 - Satisfaction with the local area as a place to live
Background Papers	
None	
Report Author	Louise Tustian – Team Leader, Strategic Intelligence & Insight Team
Contact Information	01295 221786 Louise.tustian@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

Cherwell District Council Residents' Survey 2017

Report_vDRAFT

12th July 2017



Executive Summary

Background and Method

This report represents the findings of a resident survey which was conducted by Marketing Means on behalf of Cherwell District Council during May/June 2017.

The resident survey was sent to a sample of households across the authority area to gauge satisfaction with the Council services and the local area, as well as asking about service priorities.

The survey was sent out to a random sample of **3,500** households and one further reminder mailing was issued to non respondents.

A total of **1,071** valid surveys were returned, giving a response rate of **31%**.

All households in the sample received a postal survey with an opportunity to complete the survey online. 82 online surveys were completed (which are included in the response rate above).

The final respondent profile was 'weighted' by age and gender in order to be reflective of Cherwell's population as a whole. All charts and data in this report are based on 'weighted' data.

Local area as a place to live

82% were **satisfied** with their local area as a place to live.

Overall views of Cherwell District Council

62% were **satisfied** with the services provided by Cherwell District Council overall a change of -6.5% compared with 2016.

Nearly half of respondent **did not feel very or fairly well informed** about the benefits and services the Council provides (47%) nor what it spends money on (48%).

42% **agreed** Cherwell District Council provides value for money a change of +6.3% compared with 2016.

Environmental services

High levels of **satisfaction** with: the Council's green bin collection service (86%); the Council's household recycling collection service (84%); the Council's household food and garden waste collection service (86%) and recycling centres (82%).

Household recycling collection/food and garden waste and household waste collection services were highlighted as the two main priority areas for the Council to maintain the current level of service provision.

69% were **satisfied** with the **street cleaning service**, 19% were **dissatisfied**.

51% were **satisfied** with the Council's approach to dealing with environmental crime, 26% were **dissatisfied**.

Leisure and recreation

70% were **satisfied** with the way **parks and play areas** are looked after (13% were **dissatisfied**).

Overall satisfaction with leisure facilities provided by the council was 57%, 17% were dissatisfied.

Overall satisfaction with leisure activities provided by the council was 50%, 14% were dissatisfied.

Sports and leisure facilities/activities ranked very low on the priority areas for which the Council should maintain the current level of service provision.

Community safety

37% were **satisfied** with the Council's approach to dealing with anti-social behaviour and nuisance (29% **dissatisfied**).

Car parking

Overall 48% were **satisfied** with local car parking facilities managed by the Council, 32% were **dissatisfied**.

Information

Most common sources of information about the Council were the Cherwell Link magazine and the Council's website, for which 71% of users were **satisfied** with the Cherwell Link magazine and 74% of users were **satisfied** with the Council's website.

Table of contents

Introduction	Error! Bookmark not defined.
Background and objectives	p7
Method	p7
Cherwell District Council Residents' Survey	p8
Acknowledgements	p8
Author and publication.....	p8
Response	p9
Respondent profiles	p10
Section 1.0 Your local area as a place to live	p11
1.1 Satisfaction with your local area as a place to live.....	p11
1.2 Satisfaction with aspects of the district	Error! Bookmark not defined.
Section 2.0: Environmental Services	p16
Section 3.0 Leisure and Recreation	Error! Bookmark not defined.
3.1 Parks/open spaces and play areas	p21
3.2 Leisure Facilities.....	p23
3.3 Leisure Activities	p25
Section 4.0 Community Safety	p27
Section 5.0 Car Parks	p29
Section 6.0 Overall views of Cherwell District Council Error! Bookmark not defined.	
6.1 Satisfaction with services provided by Cherwell Council	p31
6.2 Informed about benefits and services	p33
6.3 Informed about what the Council spends money on.....	p35
6.4 Value for money	p37
Section 7.0 Council budget priorities	p39
Section 8.0 Contacting the Council	p41
8.1 Last contact	Error! Bookmark not defined.
8.2 Satisfaction when contacting the Council	p42
8.3 Information from Cherwell Council	p45
8.4 Information sources.....	p46
8.5 Satisfaction with information sources.....	p47
Appendix 1: Cherwell District Council Residents' Survey	

Introduction

Background and objectives

Cherwell District Council commissioned Marketing Means to undertake a second resident survey (following completion of the first in 2016) to gauge satisfaction with the Council's services and the area where they live, as well as asking about service priorities.

Objective was to reach a target of 1,060 responses overall to ensure statistical robustness of the results.

Method

The resident survey was undertaken using a postal survey supported by an online survey.

Cherwell District Council provided a postal address file of all households in the authority area. Marketing Means stratified the file by ward area and randomly selected a sample of **3,500** households.

The reason for stratifying the sample by ward in the first instance was to assist with achieving a geographically representative response to the survey.

Marketing Means sent out a paper questionnaire, along with a covering letter and a C5 freepost reply envelope to all households in the sample. Marketing Means also provided a free phone helpline number facility for residents to use in case of any queries about the survey or requests for different formats.

Each survey carried a unique ID number for identification purposes, to ensure any subsequent reminder mailings were only sent to non-respondents.

All residents in the sample were also provided with the alternative option of completing the survey online if they wished, using their unique login details which were included in the covering letter along with a link to the online survey.

The survey was initially sent to all the households in the sample during the week commencing **1st May 2017**. Those who had not responded were sent a full pack reminder during the week commencing **22nd May 2017**. The closing date for returns was the **16th June 2017**.

Marketing Means inputted all survey data electronically using Conformit scanning software. 10% of all responses were verified to check the accuracy of the data held.

The analysis contained in this report was conducted using the SPSS statistical software package.

Note: Cherwell District Council also made an additional open online survey available for any resident to complete and this was publicised directly by the Council. The question set was exactly the same; however the results from this open survey have not been incorporated within this report.

Cherwell District Council Residents' Survey

Confidence

A target was set to achieve 1,060 completed surveys in order to meet the recommended confidence level of +/-3%.

A confidence level or interval is a measure of how reliable the results from the sample are in relation to the wider population.

Example: A confidence interval of +/- 3% at a 95% confidence interval, means that any proportion given has a 95% likelihood of being no more than 3% higher or lower in the wider population; e.g. if the satisfaction level with a particular service is 65% for the sample (i.e. all respondents), the true figure for the entire population will be between 62% and 68%, 95% of the time.

The calculation for this is:

$$\sqrt{\frac{(\% \text{ Satisfied} \times \% \text{ Dissatisfied})}{\text{Number who answered the question}}} \times 1.96$$

Weighting data

In order to provide a representative view of the population of Cherwell as a whole the data achieved was weighted with consideration for the following factors: age and gender (using Office for National Statistics 2015 Mid-Year estimates) to reduce any bias of over or under represented groups.

**Please note the survey was open to any household member who was 18yrs or over.*

All data in this report is based on weighted data.

Rounding

Figures for charts and tables have been rounded and may not total 100%.

Further notes

- *'Don't knows', 'not applicables' and 'no replies' have been omitted from the data and charts in this report unless stated.*

Acknowledgements

Marketing Means would like to thank Nicola Leonard at Cherwell District Council for her help with this project.

Author and publication

Marketing Means wrote this report in July 2017.

Any press release or publication of the findings of this survey requires the approval of the author/Marketing Means. Approval would only be refused if it were felt that the intended use would present inaccurate or misrepresented information.

Response

Overall

Cherwell District Council provided a postal address file, which Marketing Means stratified by ward area before taking a sample using a random sample facility. The size of the sample (3,500) was chosen with the aim of generating a response of 1,060 responses overall (at least a 30% response rate).

A total of **1,071** valid surveys were returned. 10 surveys were returned by Royal Mail as undelivered. To calculate the response rate, the following formula was used:

$$\frac{\text{(Number of questionnaires returned)}}{\text{(Number of people in the sample less undelivered)}}$$

The response rate is, therefore, 1,071 / (3,500-10) = 31%.

As a result both targets set of 1,060 responses and at least 30% were exceeded, therefore the response provides an overall confidence level of +/-3% at the 95% level.

Ward analysis

Within this report some reference has been made to data at a ward level, however, **caution** needs to be given when interpreting the results at this level because of the relatively small base numbers involved. Number of responses achieved at ward level ranged from 46 in Banbury Hardwick to 83 in Deddington.

As a result confidence with data on a Ward level is likely to be **+/- 11-15%** at the 95% level. Although differences at this area level may **not** be significant, it may allow the Council to highlight possible issues in different areas and maybe concentrate resources on further work in these areas to follow them up.

Respondent profiles

The final respondent profile was weighted by age and gender in order to be more reflective of Cherwell's population as a whole (using the Office for National Statistics Mid Year population estimates 2015). The respondent profiles below show the unweighted and weighted data achieved.

Note: The data and charts in this report are based on weighted data.

Age (Q20) Base: 1,060

Age category	Weighted	Unweighted
18-24yrs	1.4%	0.6%
25-34yrs	17.1%	6.7%
35-44yrs	25.0%	13.6%
45-54yrs	19.1%	16.8%
55-64yrs	14.7%	21.4%
65-74yrs	12.3%	23.3%
75+yrs	10.4%	17.6%

Gender (Q21) Base: 1,056

	Weighted	Unweighted
Male	49.0%	41.6%
Female	50.6%	58.0%
Transgender	0.1%	0.1%
Other	0.3%	0.3%

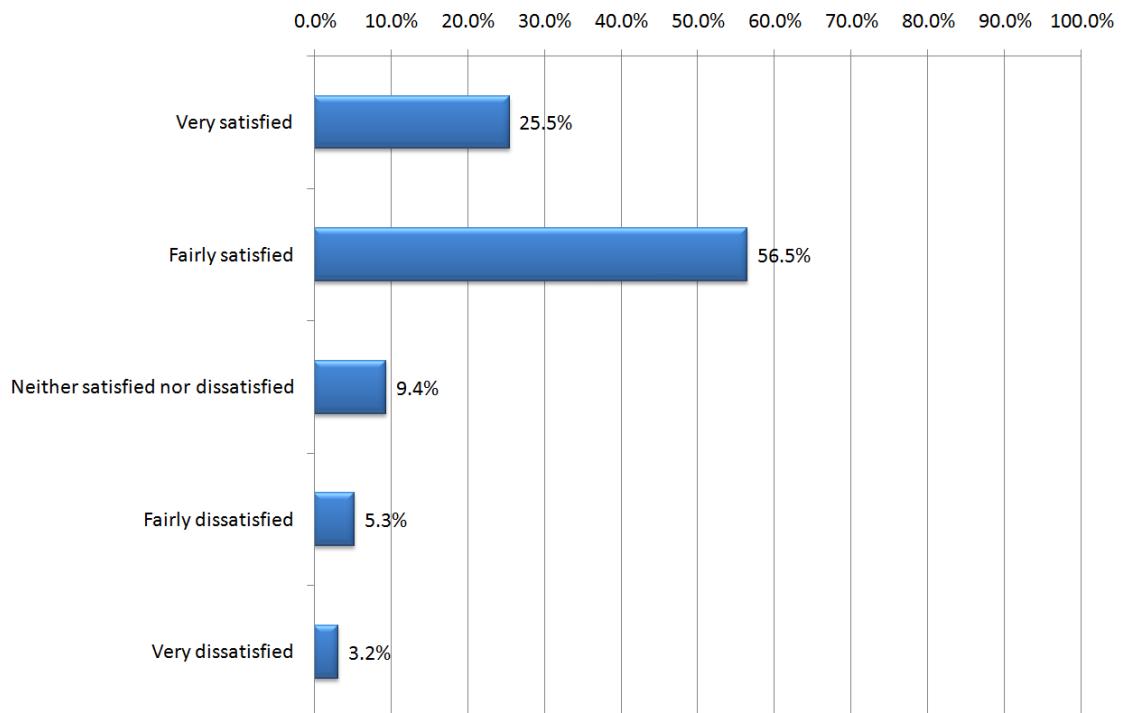
Section 1.0 Your local area as a place to live

1.1 Satisfaction with your local area as a place to live

‘Overall, how satisfied or dissatisfied are you with your local area as a place to live?’ Base: 1,033

Overall satisfaction with the local area as a place to live was 82% with a confidence interval of +/-2.3% at the 95% level, 9% were dissatisfied.

Chart 1a:



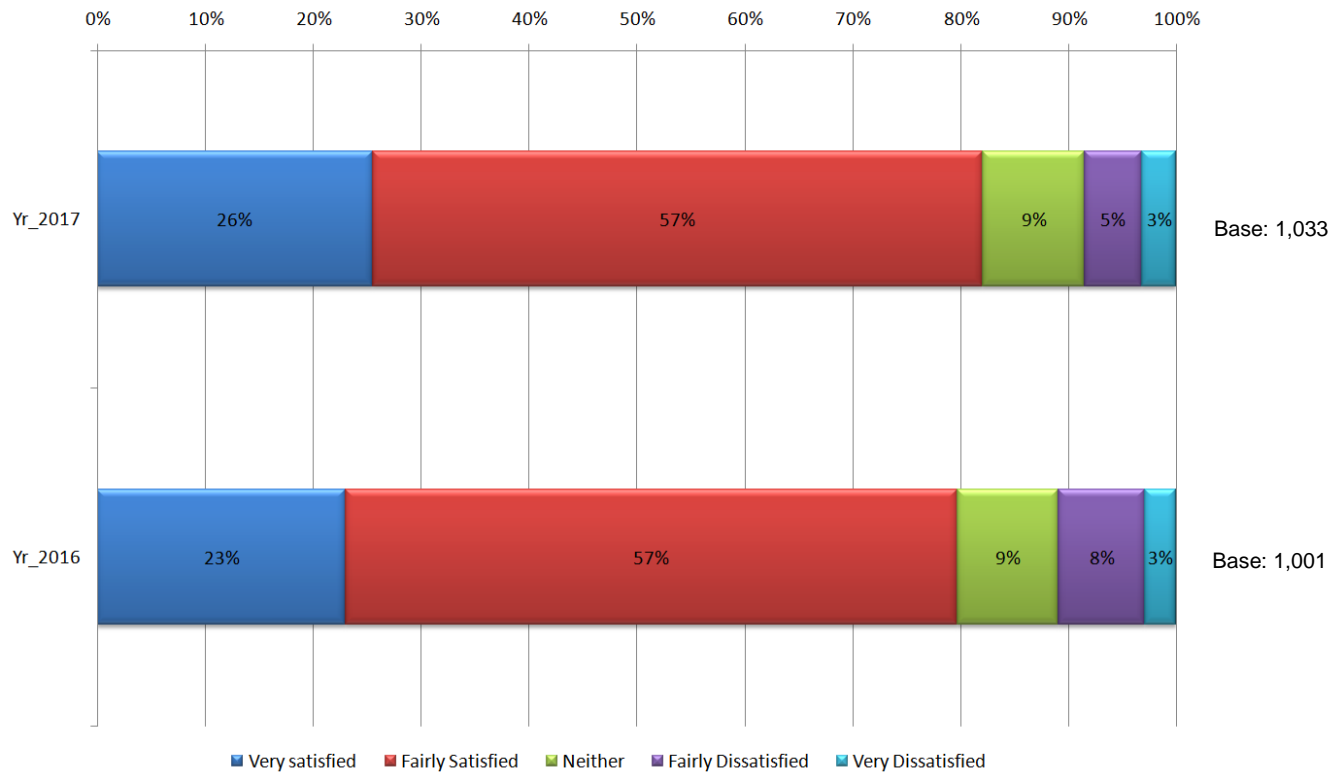
Differences

- 41% of those respondents aged 75yrs+ were **very satisfied** with their local area as a place to live which was significantly higher than those aged 35-44yrs and 45-54yrs at 22% and 20% respectively.
- No significant difference by gender.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** significantly higher in Deddington (97%); Fringfords & Heyfords (96%); Bicester North & Caversfield (95%) and Cropredy, Sibfords & Wroxton (87%) compared with Banbury Ruscombe (57%).

Comparison 2016 v 2017

Overall satisfaction with the local area as a place to live in 2016 was 80% with a confidence interval of +/-2.5% at the 95% level, so no significant difference.

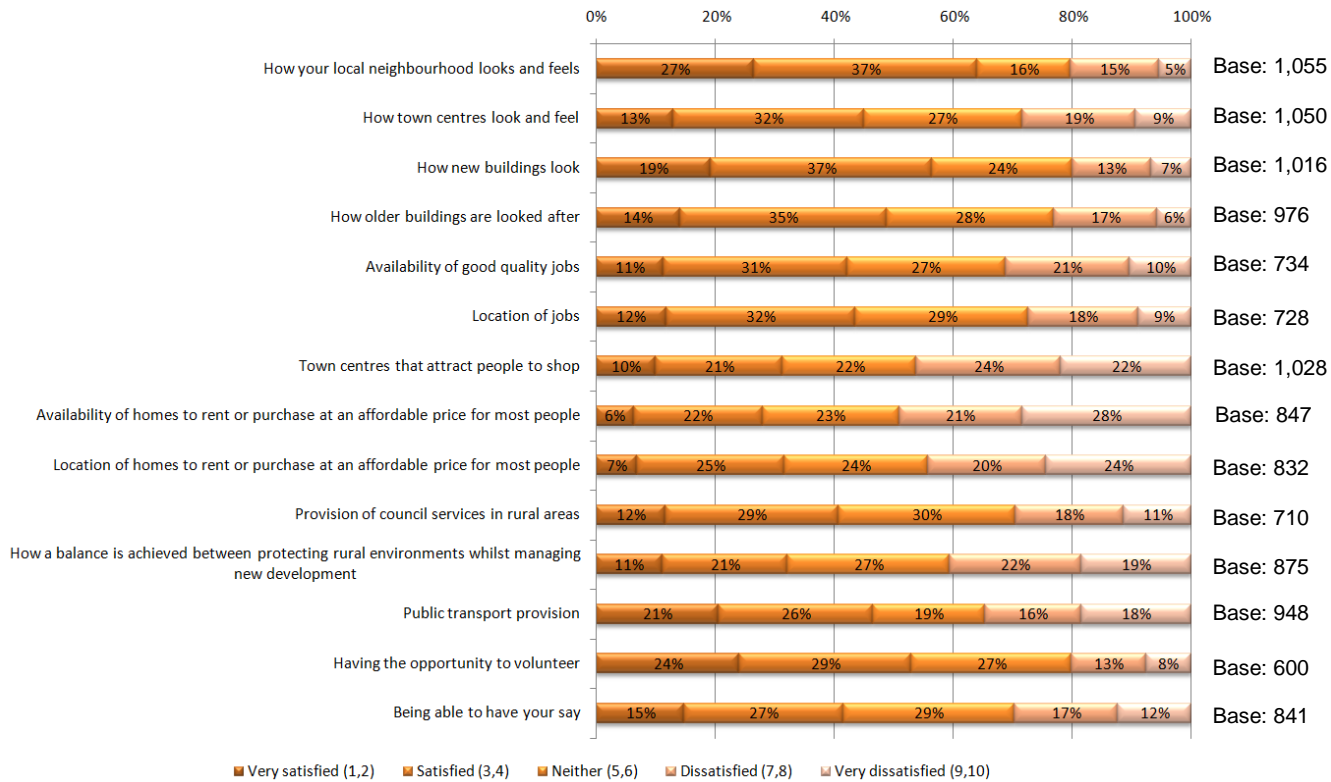
Chart 1b: Comparison 2016 v 2017



1.2 Satisfaction with aspects of the district

‘And, how satisfied or dissatisfied are you with the following across the district, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 2a:



Nearly two thirds (64%) were **satisfied** (score 1-4) with the way their neighbourhood looks and feels, a fifth (20%) were **dissatisfied** (score 7-10).

Just under half (45%) were **satisfied** (score 1-4) with the look and feel of town centres, just over a quarter (28%) were **dissatisfied** (score 7-10).

Just over half (56%) were **satisfied** (score 1-4) with how new buildings look, a fifth (20%) were **dissatisfied** (score 7-10).

Just under half (49%) were **satisfied** (score 1-4) with how older buildings are looked after, just under a quarter (23%) were **dissatisfied** (score 7-10).

42% were **satisfied** (score 1-4) with the availability of good quality jobs, 31% were **dissatisfied** (score 7-10).

44% were **satisfied** (score 1-4) with the location of jobs, just over a quarter 27% were **dissatisfied** (score 7-10).

Just under a third (31%) was **satisfied** (score 1-4) that the town centres attract people to shop, 46% were **dissatisfied** (score 7-10).

Just over a quarter (28%) were **satisfied** (score 1-4) with the availability of homes to rent or purchase at an affordable price for most people, nearly half (49%) were **dissatisfied** (score 7-10).

Just under a third (32%) was **satisfied** (score 1-4) with the location of homes to rent or purchase at an affordable price for most people, 44% were **dissatisfied** (score 7-10).

41% were **satisfied** (score 1-4) with the provision of council services in rural areas, 29% were **dissatisfied** (score 7-10).

Just under a third (32%) was **satisfied** (score 1-4) with how a balance is achieved between protecting rural environments whilst managing new development however, 41% were **dissatisfied** (score 7-10).

46% were **satisfied** (score 1-4) with public transport provision, 35% were **dissatisfied** (score 7-10).

Over half (53%) were **satisfied** (score 1-4) that they have the opportunity to volunteer, a fifth (20%) were **dissatisfied** (score 7-10).

42% were **satisfied** (score 1-4) that they able to have their say, 30% were **dissatisfied** (score 7-10).

Comparison 2016 v 2017

Chart 2b: Satisfaction (scored 1-4) with aspects of the district

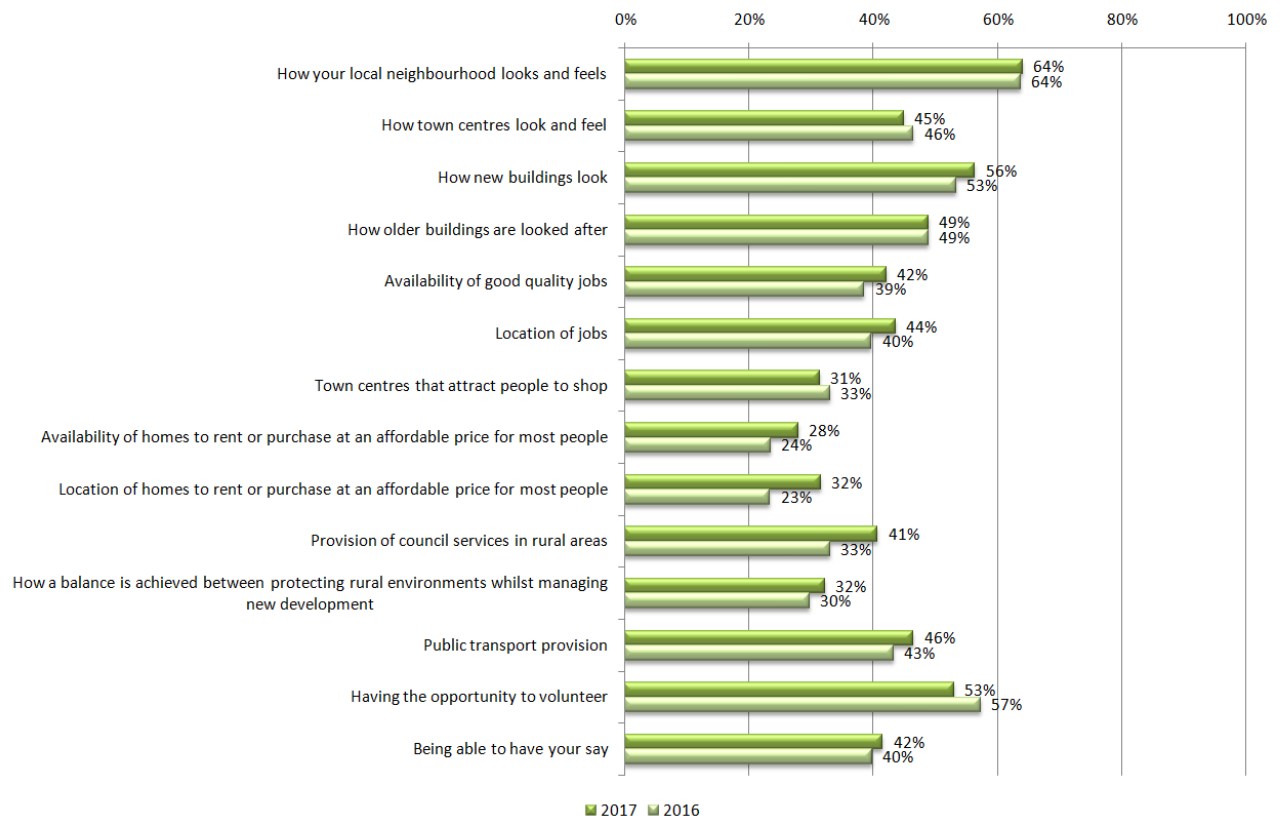
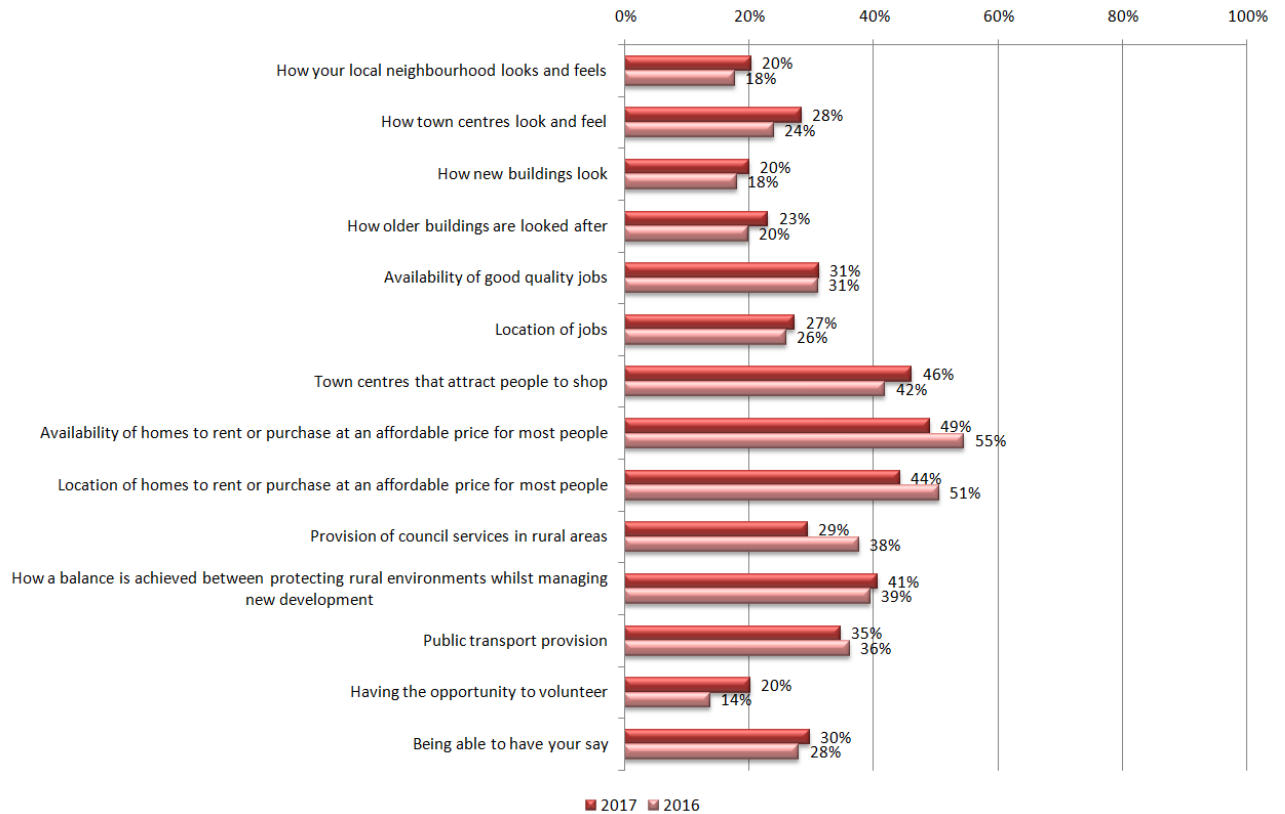


Chart 2c: Dissatisfaction (scored 7-10) with aspects of the district



The aspects which have shown the greatest change in satisfaction and dissatisfaction levels occurred in the following areas:

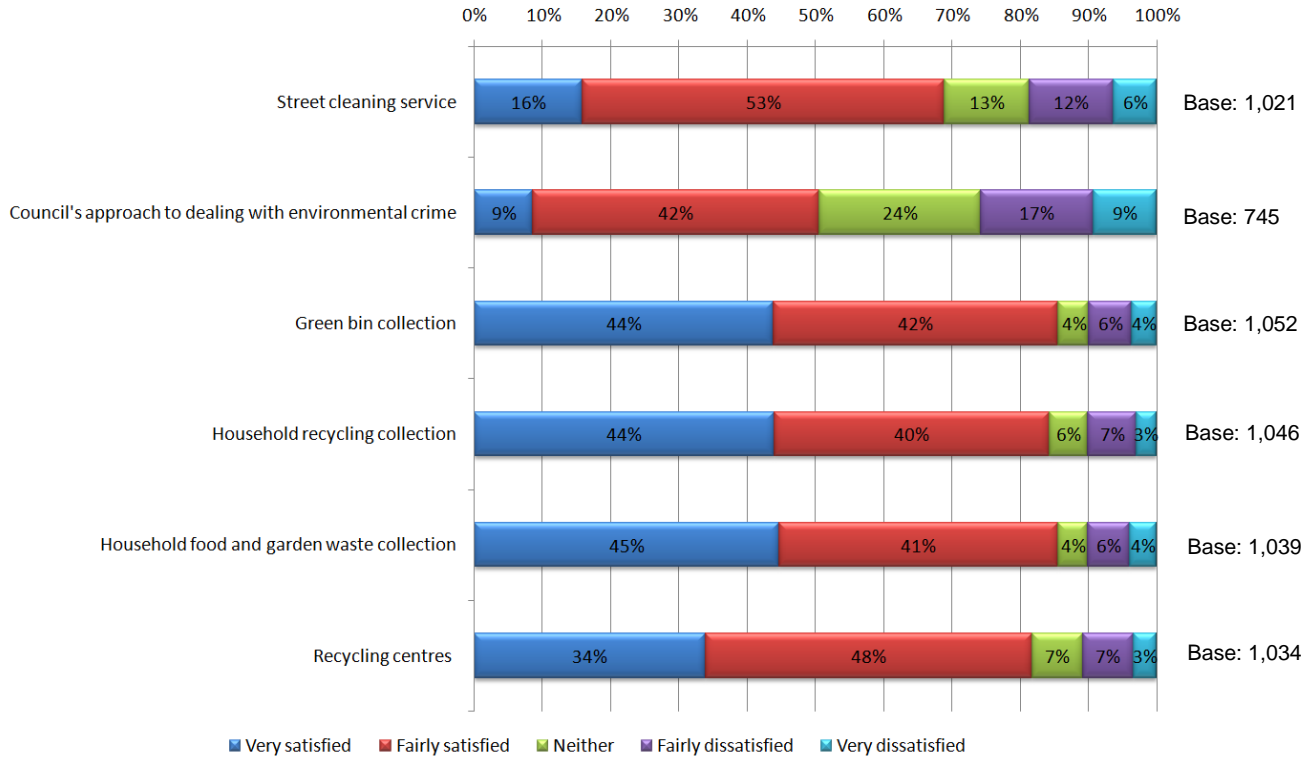
- **Provision of council services in rural areas:**
 - Satisfaction – 33% (2016) to 41% (2017)
 - Dissatisfaction – 38% (2016) and 29% (2017)

- **Location of homes to rent or purchase at an affordable price for most people:**
 - Satisfaction – 23% (2016) to 32% (2017)
 - Dissatisfaction – 51% (2016) and 44% (2017)

Section 2.0: Environmental Services

‘Overall, how satisfied or dissatisfied are you with the following?’

Chart 3a:



Satisfaction with street cleaning service

- Overall satisfaction with the street cleaning service was 69% with a confidence interval of +/-2.8% at the 95% level, 19% dissatisfied.

Differences

- No significant differences across age or gender categories.

Satisfaction with Council's approach to dealing with environmental crime

- Overall satisfaction with the council's approach to dealing with environmental crime was 51% with a confidence interval of +/-3.6% at the 95% level, 26% dissatisfied.

Differences

- Significantly greater proportion of those aged 25-34yrs and 35-44yrs (57%) were **satisfied** compared with those aged 45-54yrs (38%).
- Significantly greater proportion of those aged 45-54yrs and 55-64yrs (31% and 33% respectively) were **dissatisfied** compared with those aged 25-34yrs (15%).

- Significantly greater proportion of Males (31%) was **dissatisfied** compared with Females (21%).

Satisfaction with Green Bin Collection

- Overall satisfaction with the green bin collection service was 86% with a confidence interval of +/-2.1% at the 95% level, 10% dissatisfied.

Differences

- Significantly greater proportion of those aged 75+yrs (95%) were **satisfied** compared with those aged 35-44yrs (82%) and 45-54yrs (81%).
- Significantly greater proportion of those aged 45-54yrs (16%) was **dissatisfied** compared with those aged 75+yrs (2%).

Satisfaction with Household Recycling Collection

- Overall satisfaction with the household recycling collection service was 84% with a confidence interval of +/-2.2% at the 95% level, 10% dissatisfied.

Differences

- Significantly greater proportion of those aged 75+yrs (94%) were **satisfied** compared with those aged 25-34yrs (80%).
- Significantly greater proportion of those aged 25-34yrs and 45-54yrs (14%) were **dissatisfied** compared with those aged 75+yrs (3%).

Satisfaction with Household Food and Garden Waste Collection

- Overall satisfaction with the household food and garden waste collection service was 86% with a confidence interval of +/-2.1% at the 95% level, 10% dissatisfied.

Differences

- Significantly greater proportion of those aged 75+yrs (93%) were **satisfied** compared with those aged 18-24yrs (67%).
- Significantly greater proportion of those aged 18-24yrs (33%) were **dissatisfied** compared with those aged 75+yrs (3%).

Satisfaction with Recycling Centres e.g. bottle banks

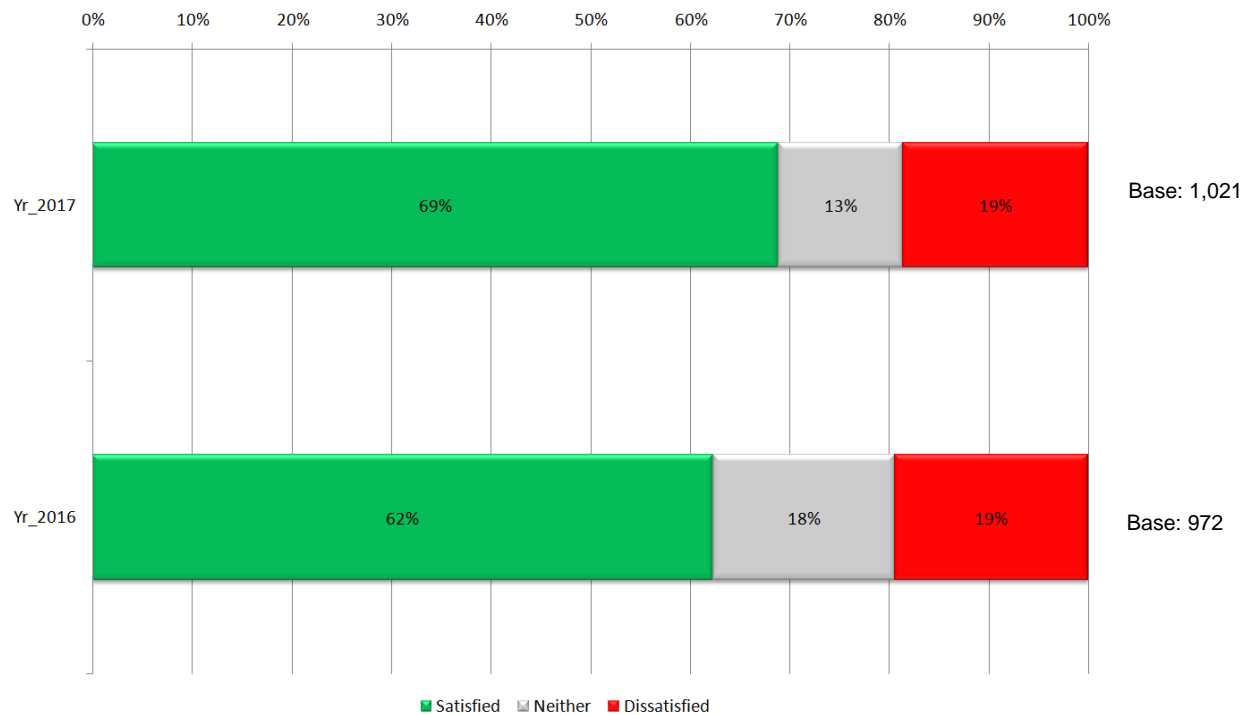
- Overall satisfaction with the recycling centres was 82% with a confidence interval of +/-2.3% at the 95% level, 11% dissatisfied.

Differences

- Significantly greater proportion of those aged 25-34yrs and 45-54yrs (15% and 14% respectively) were **dissatisfied** compared with those aged 75+yrs (3%).

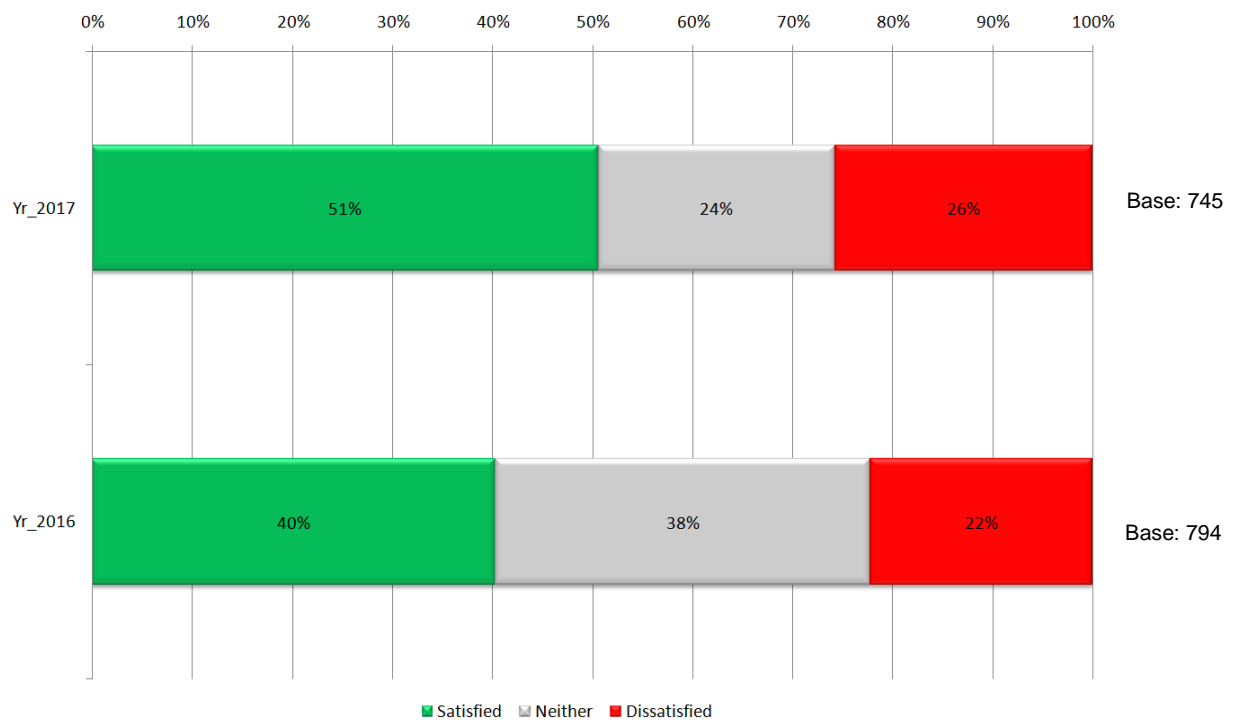
Comparison 2016 v 2017

Chart 3b: Satisfaction with street cleaning service



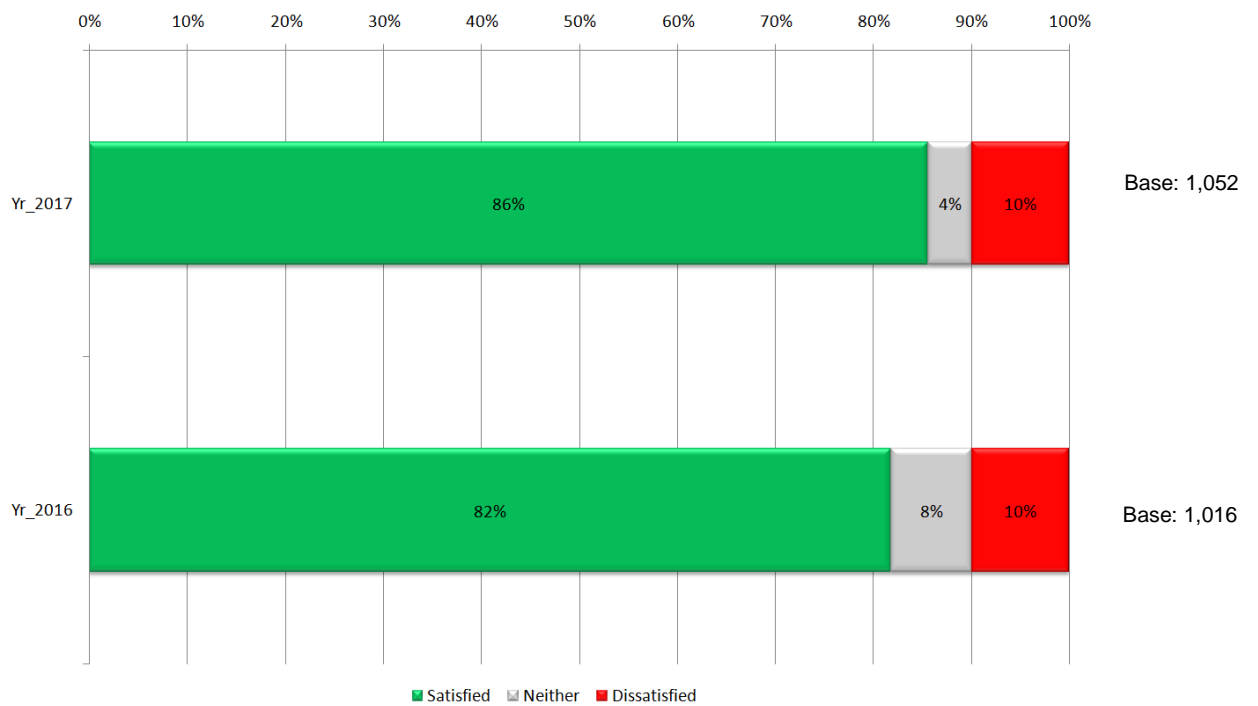
Satisfaction levels with the street cleaning service have seen a +6.6% change from 62% in 2016 to 69% in 2017.

Chart 3c: Satisfaction with council's approach to dealing with environmental crime



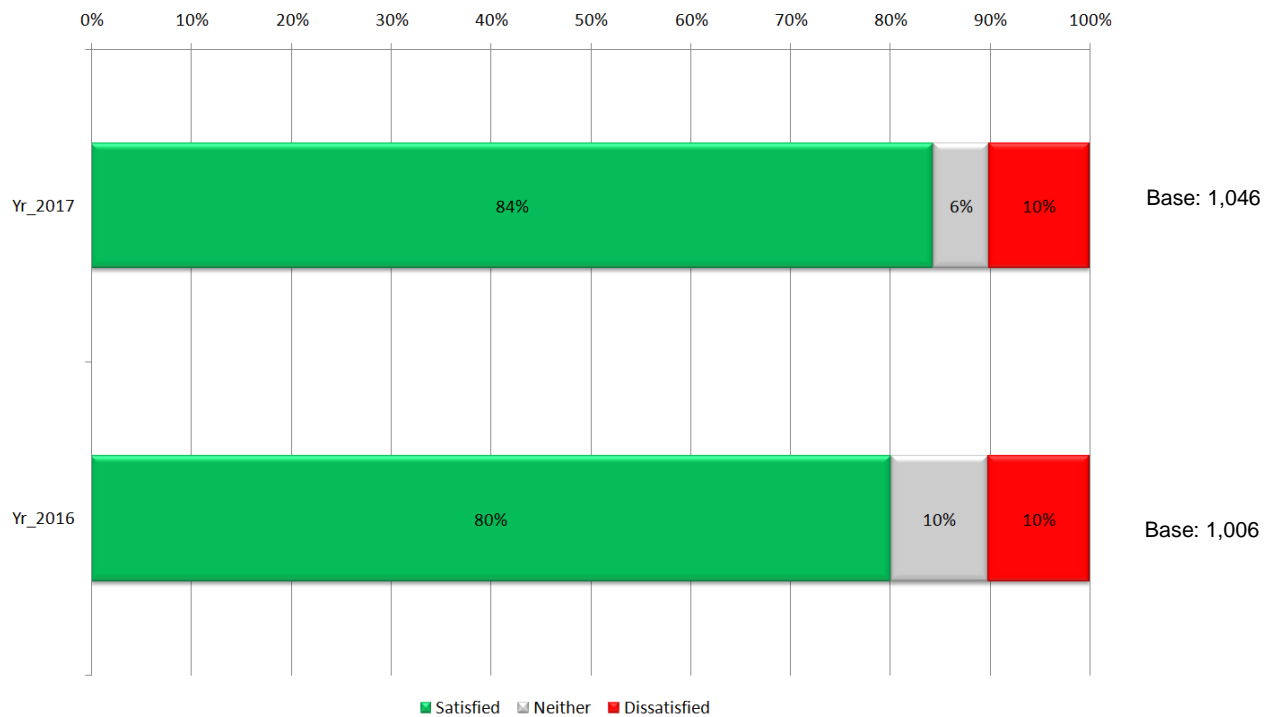
Satisfaction levels with the council's approach to dealing with environmental crime have seen a +10.3% change from 40% in 2016 to 51% in 2017.

Chart 3d: Satisfaction with green bin collection service



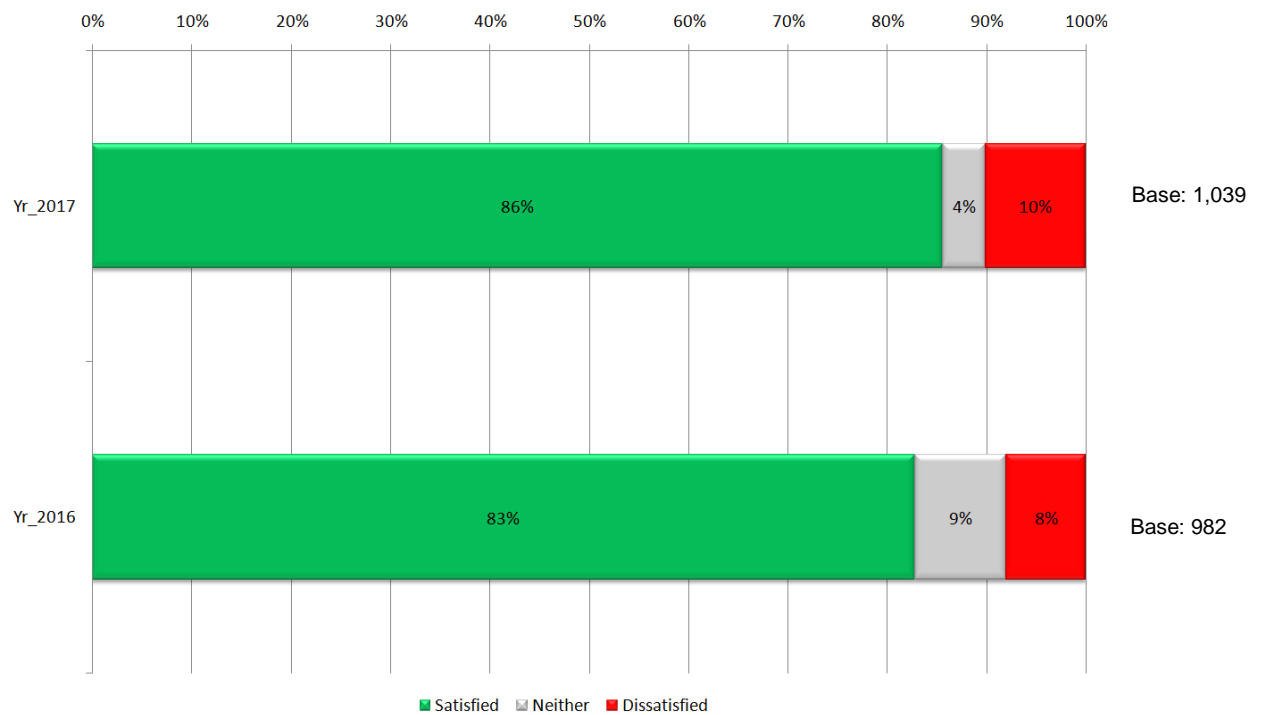
Satisfaction levels with the green bin collection service have seen a +3.8% change from 82% in 2016 to 86% in 2017.

Chart 3e: Satisfaction with household recycling collection service



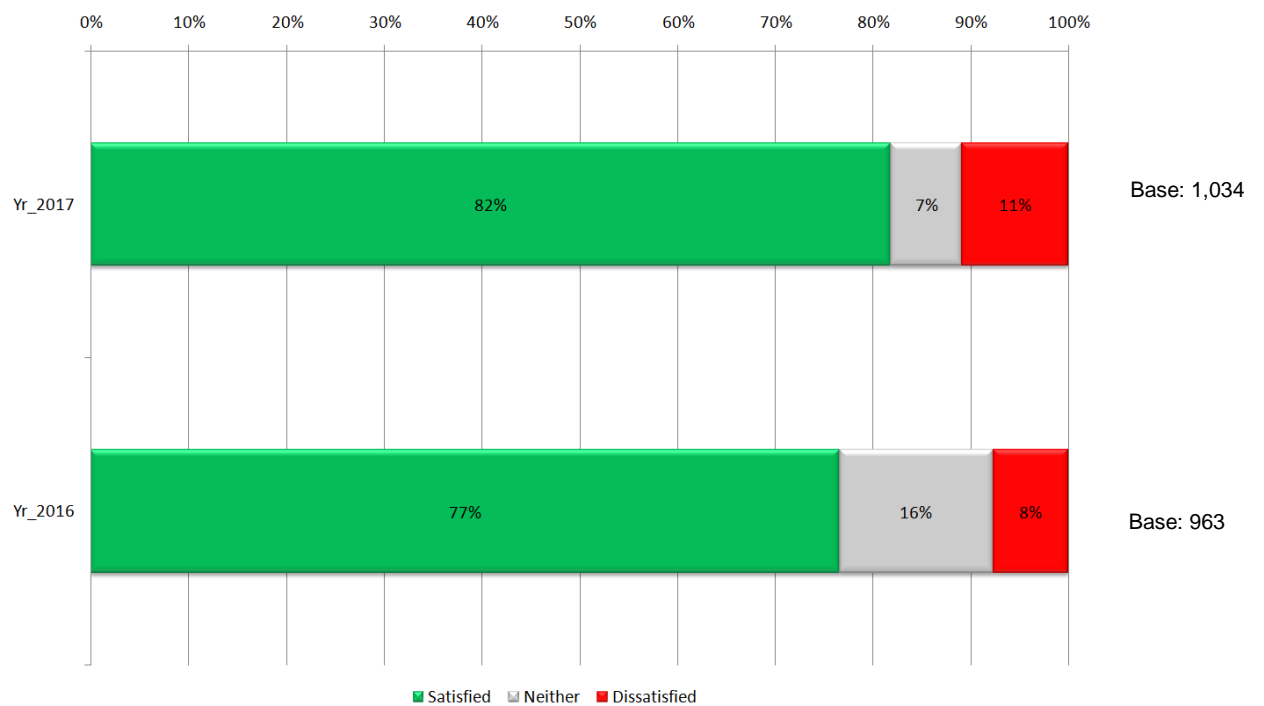
Satisfaction levels with the household recycling collection service have seen a +4.2% change from 80% in 2016 to 84% in 2017.

Chart 3f: Satisfaction with household food and garden waste service



Satisfaction levels with the household food and garden waste collection service have seen a +2.8% change from 83% in 2016 to 86% in 2017.

Chart 3g: Satisfaction with recycling centres e.g. bottle banks



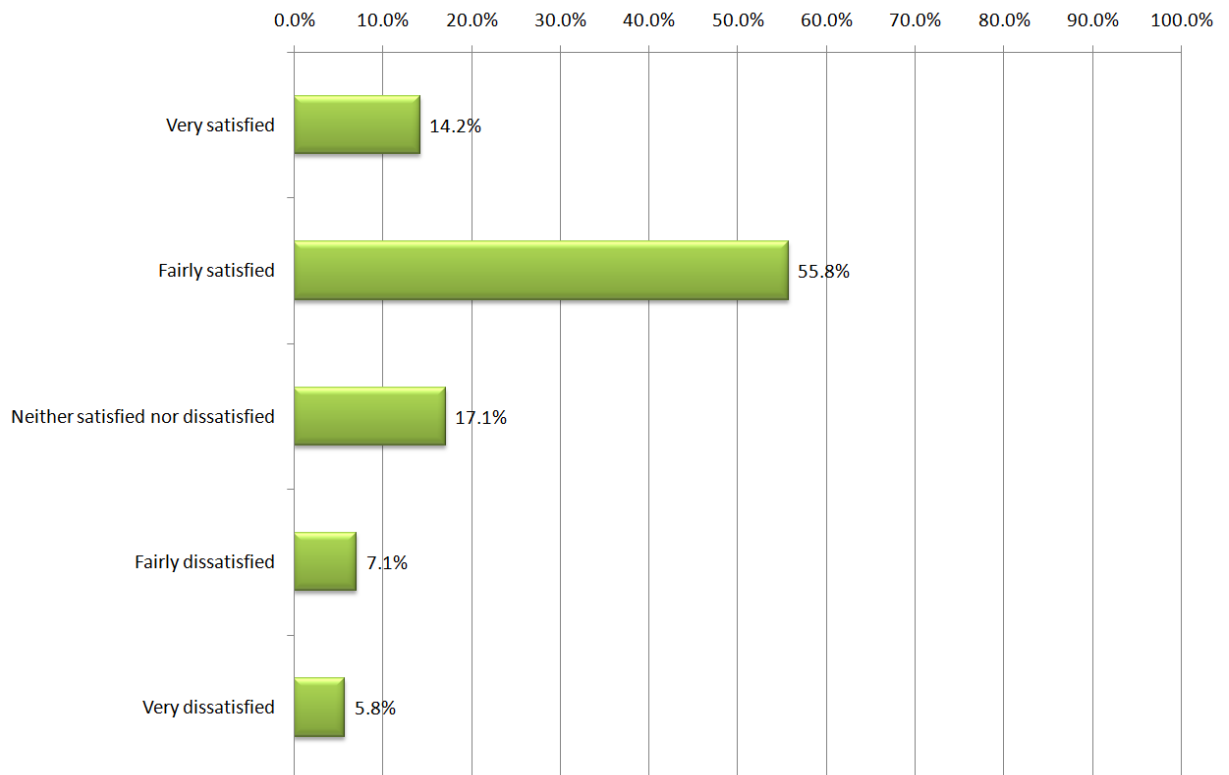
Satisfaction levels with recycling services have seen a +5.2% change from 77% in 2016 to 82% in 2017.

Section 3.0 Leisure and Recreation

3.1 Satisfaction with parks and play areas

‘Overall, how satisfied or dissatisfied are you with the way parks and play areas are managed by Cherwell District Council are looked after?’ *Base: 896*

Chart 4a:



Overall 70% were **satisfied** with the way parks and play areas managed by the council are looked after, 13% were **dissatisfied**.

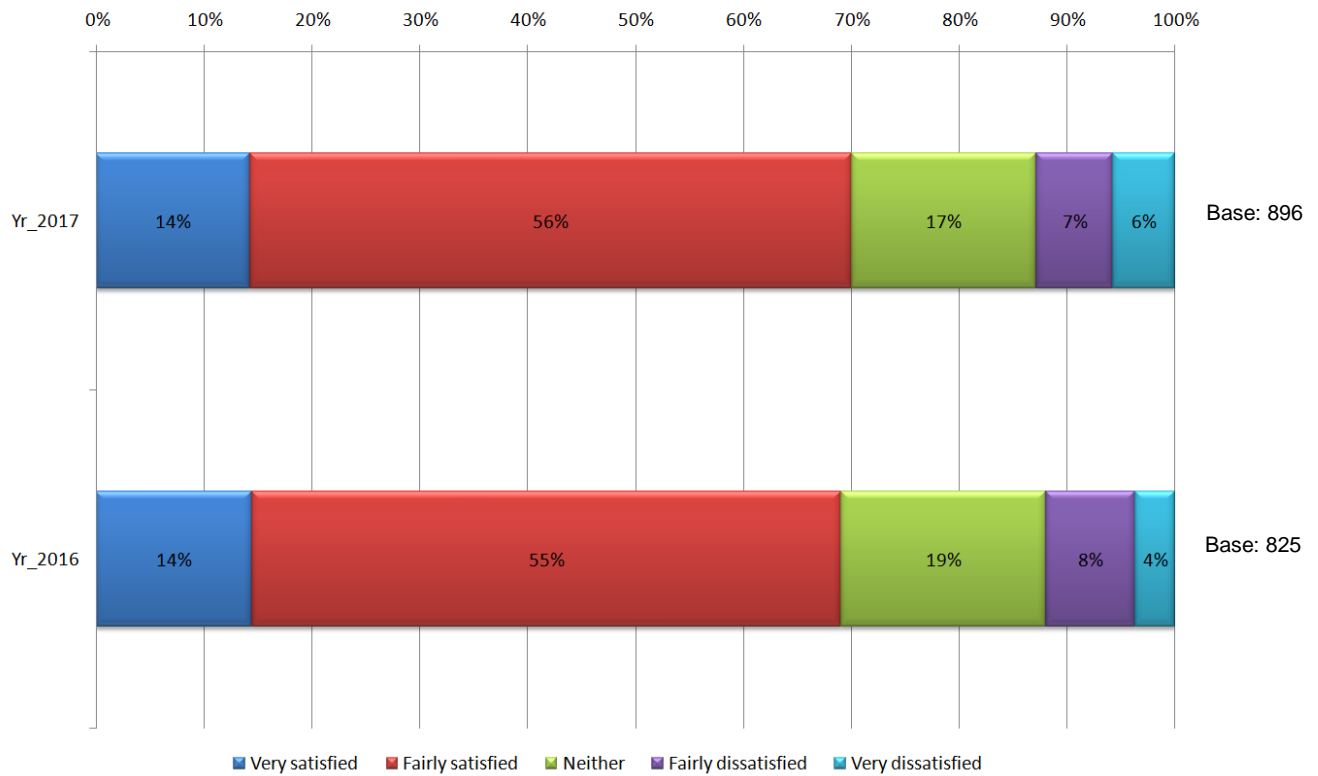
Differences

- No significant differences across age or gender categories.

Comparison 2016 v 2017

Overall satisfaction with the way parks and play areas are looked after in 2016 was 69%, so no significant difference.

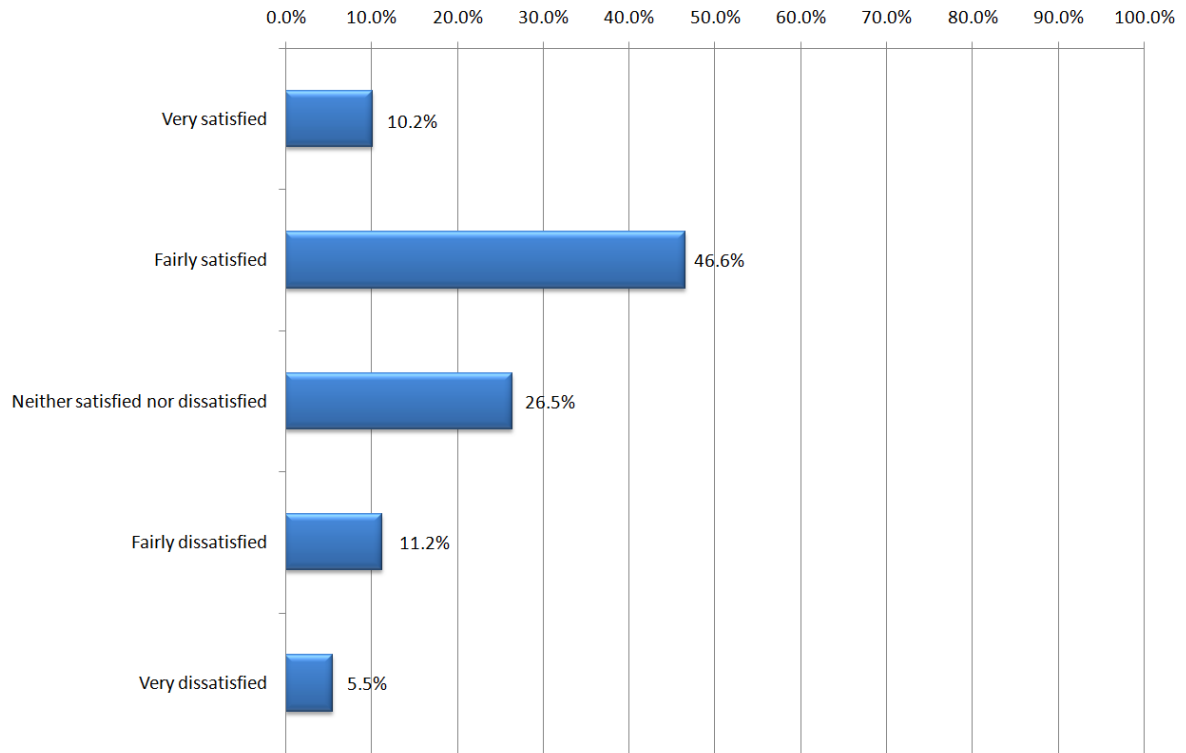
Chart 4b:



3.2 Satisfaction with leisure facilities provided by Cherwell District Council

‘Overall, how satisfied or dissatisfied are you with the leisure facilities provided by Cherwell District Council?’ *Base: 866*

Chart 5a:



Overall 57% were **satisfied** with the leisure facilities provided by the Council, 17% were **dissatisfied**.

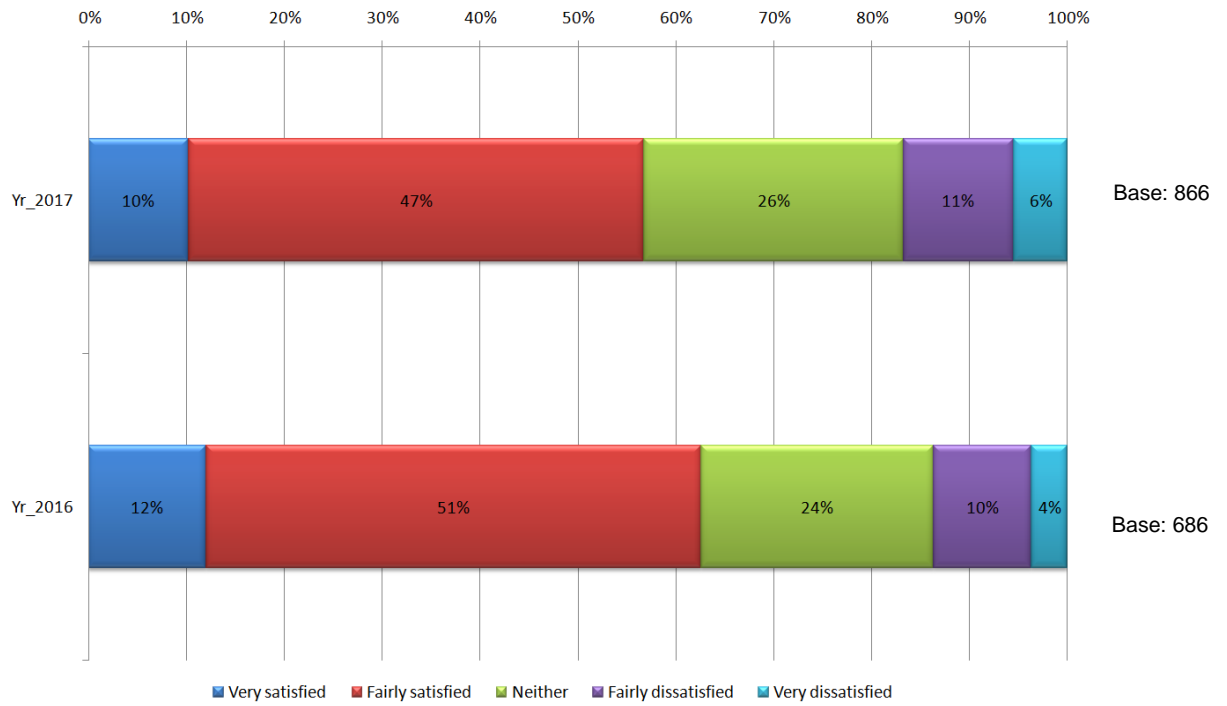
Differences

- No significant differences across age or gender categories.

Comparison 2016 v 2017

Satisfaction levels with the leisure facilities provided by the Council have seen a -5.8% change from 63% in 2016 to 57% in 2017.

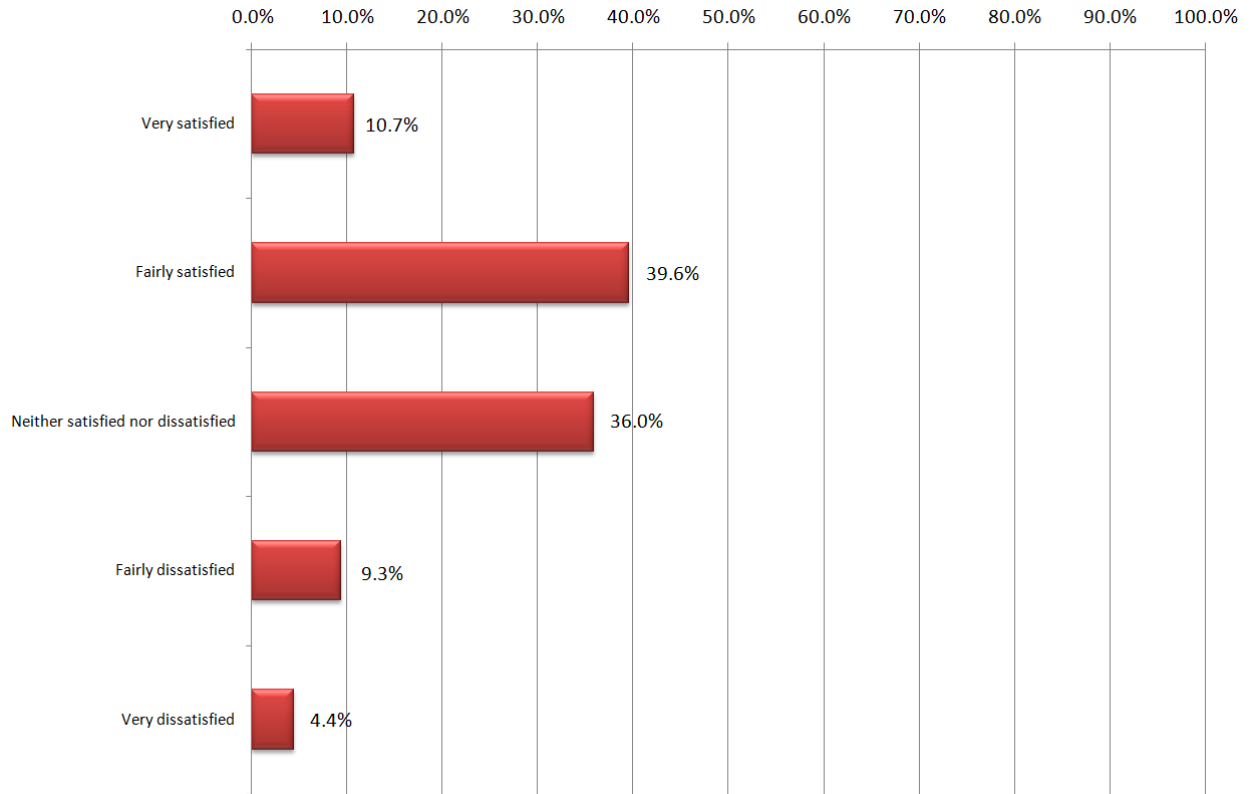
Chart 5b:



3.3.2 Satisfaction with Leisure Activities

‘Overall, how satisfied or dissatisfied are you with the leisure activities provided by Cherwell District Council?’ Base: 597

Chart 6a:



Overall 50% were **satisfied** with the leisure activities provided by Cherwell Council, 14% were **dissatisfied**.

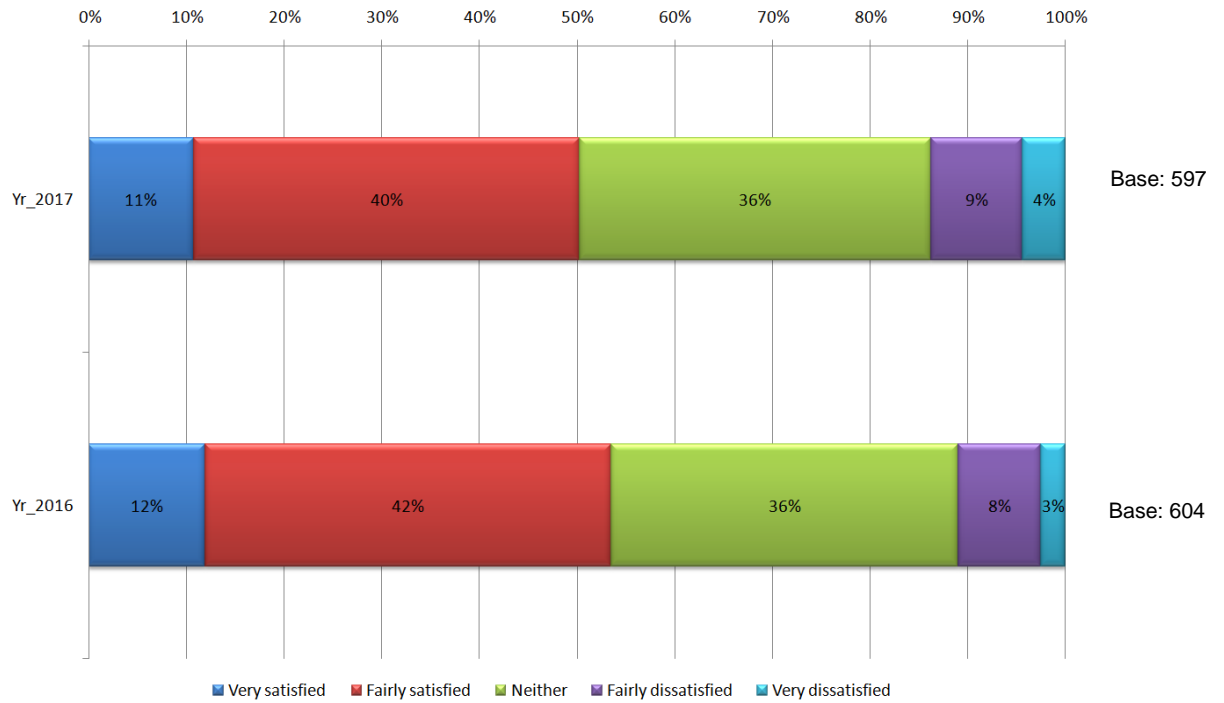
Differences

- No significant differences across age or gender categories.

Comparison 2016 v 2017

Satisfaction levels with the leisure activities provided by the Council have seen a -3.2% change from 54% in 2016 to 50% in 2017.

Chart 6b:

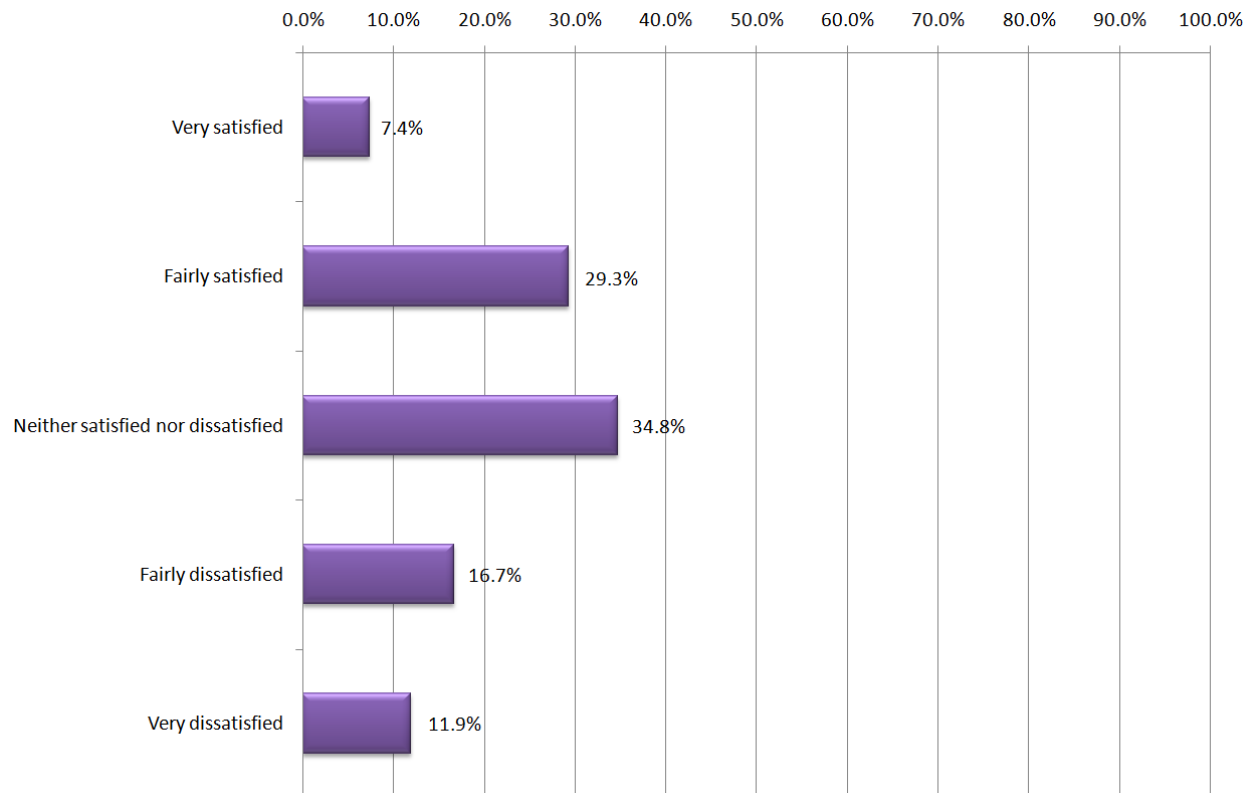


Section 4.0 Community Safety

4.1 Satisfaction with Council's approach to dealing with anti-social behaviour and nuisance

'Overall, how satisfied or dissatisfied are you with the Council's approach to dealing with anti-social behaviour and nuisance?' Base: 766

Chart 7a:



Overall 37% were **satisfied** with the Council's approach to dealing with anti-social behaviour and nuisance, 29% were **dissatisfied**.

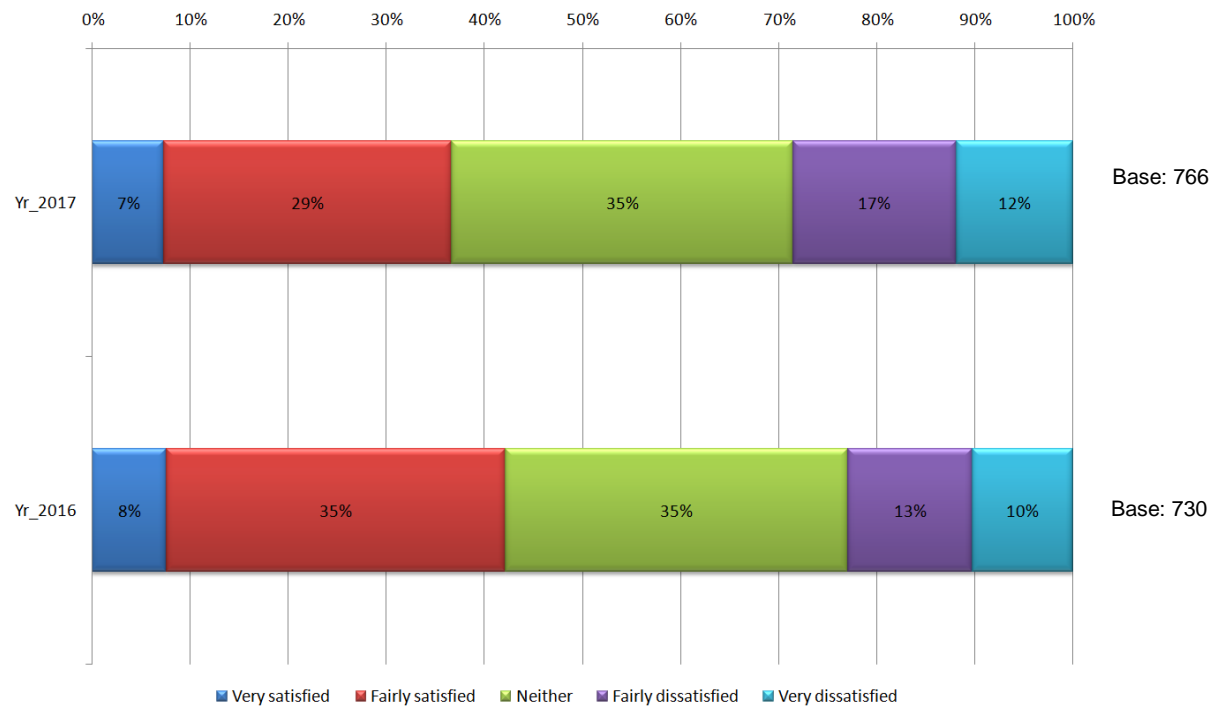
Differences

- Those aged 35-44yrs were significantly more dissatisfied (39%) compared with some of the other age groups: 25-34yrs (19%) and 75+ yrs (18%).
- A third of Males were dissatisfied (33%) which was significantly greater than Females (23%).

Comparison 2016 v 2017

Satisfaction levels with the council's approach to dealing with anti-social behaviour and nuisance has seen a -5.4% change from 42% in 2016 to 37% in 2017.

Chart 7b:

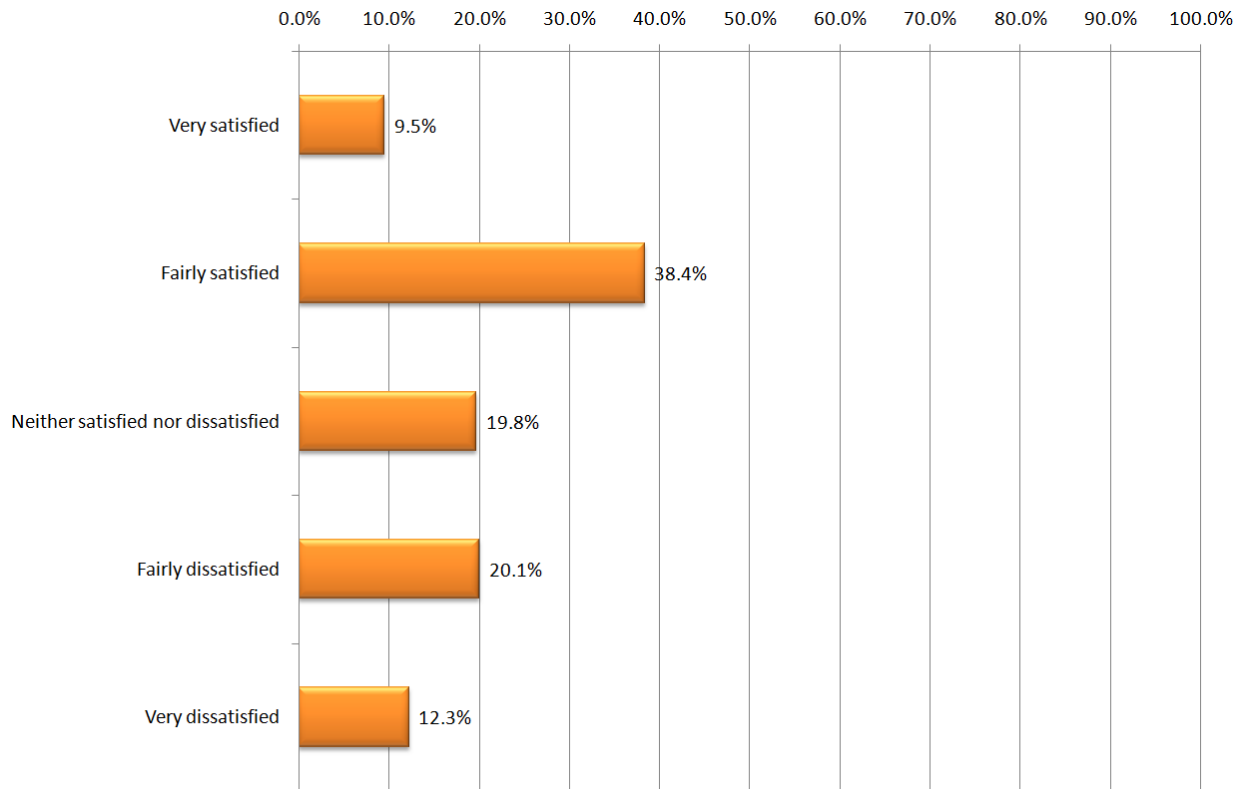


Section 5.0 Car Parks

5.1 Satisfaction with local car parking facilities

'Overall how satisfied or dissatisfied are you with the local car parking facilities managed by Cherwell District Council' *Base: 998*

Chart 8a:



Overall 48% were **satisfied** with the local car parking facilities managed by the council, 32% were **dissatisfied**.

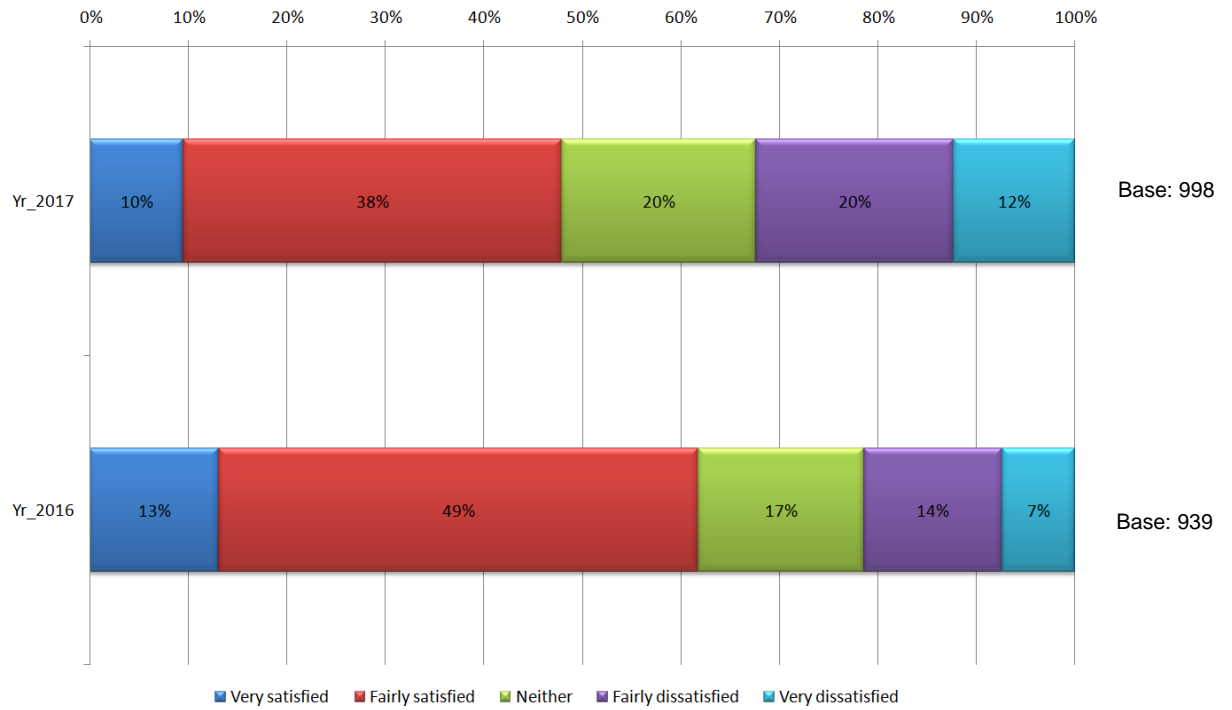
Differences

- No significant differences across age and gender categories.

Comparison 2016 v 2017

Satisfaction levels with the local car parking facilities managed by Cherwell District Council has seen a -13.9% change from 62% in 2016 to 48% in 2017.

Chart 8b:



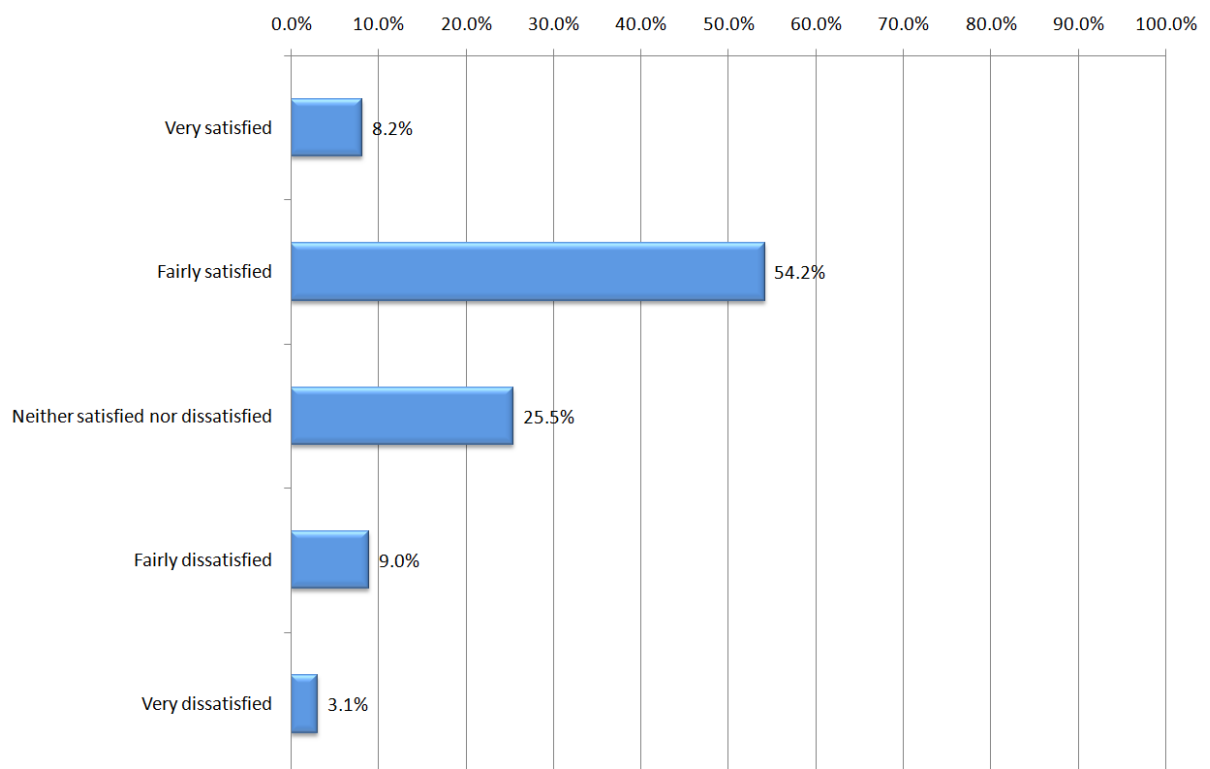
Section 6.0 Overall views of Cherwell District Council

6.1 Satisfaction with services provided by Cherwell Council

‘Overall, how satisfied or dissatisfied are you with the services provided by Cherwell District Council?’ Base: 1,016

Overall satisfaction with the services provided by Cherwell District Council was 62% with a confidence interval of +/-3.0% at the 95% level, 12% were dissatisfied.

Chart 9a:



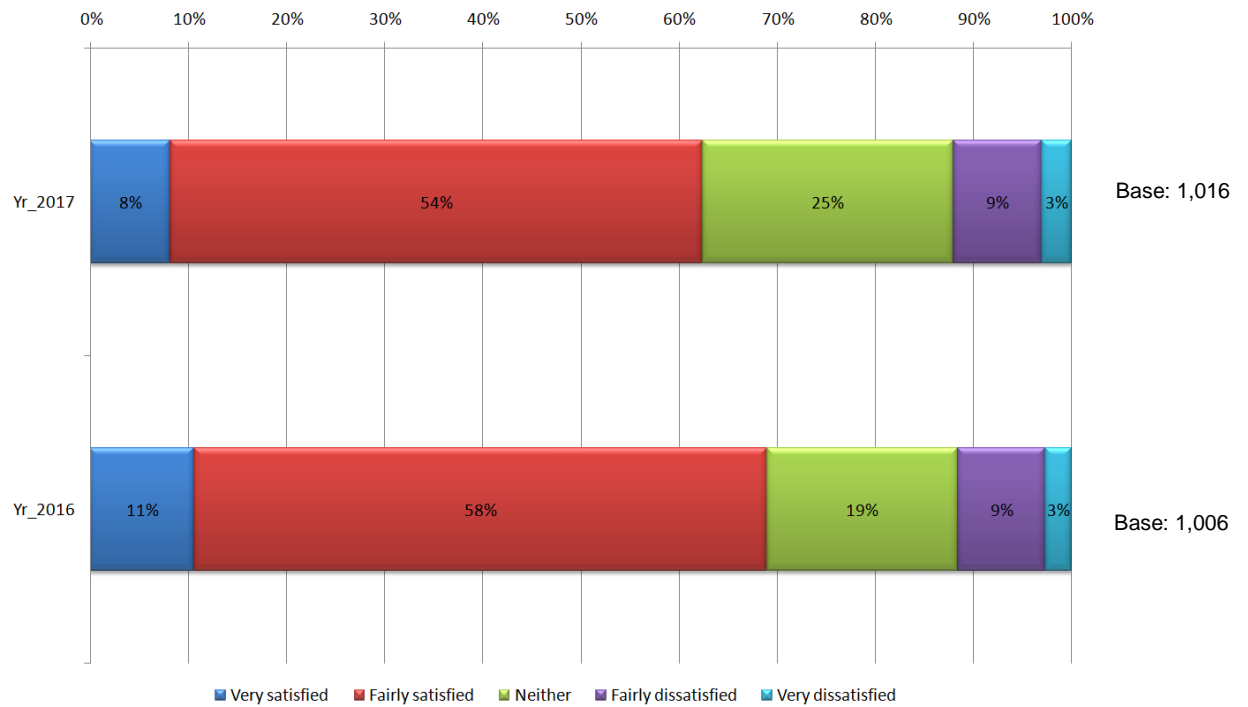
Differences

- Those aged 75+ yrs were significantly more satisfied with the services provided by the Council (74%) compared with those aged 45-54 yrs (52%).

Comparison 2016 v 2017

Overall satisfaction levels with the services provided by Cherwell District Council have seen a -6.5% change from 69% in 2016 to 62% in 2017.

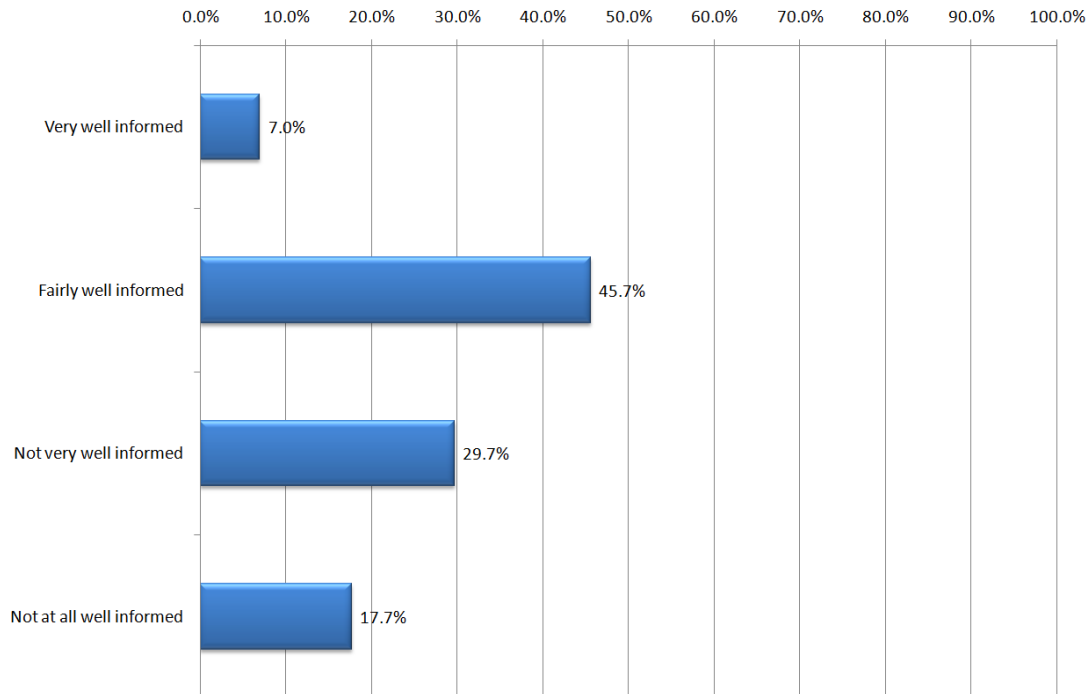
Chart 9b:



6.2 Informed about benefits and services

‘How well informed, if at all, does Cherwell District Council keep residents about the benefits and services it provides?’ Base: 969

Chart 10a:



53% felt **very or fairly well informed** by the Council about the benefits and services it provides, 47% felt **not very well informed or not informed at all**.

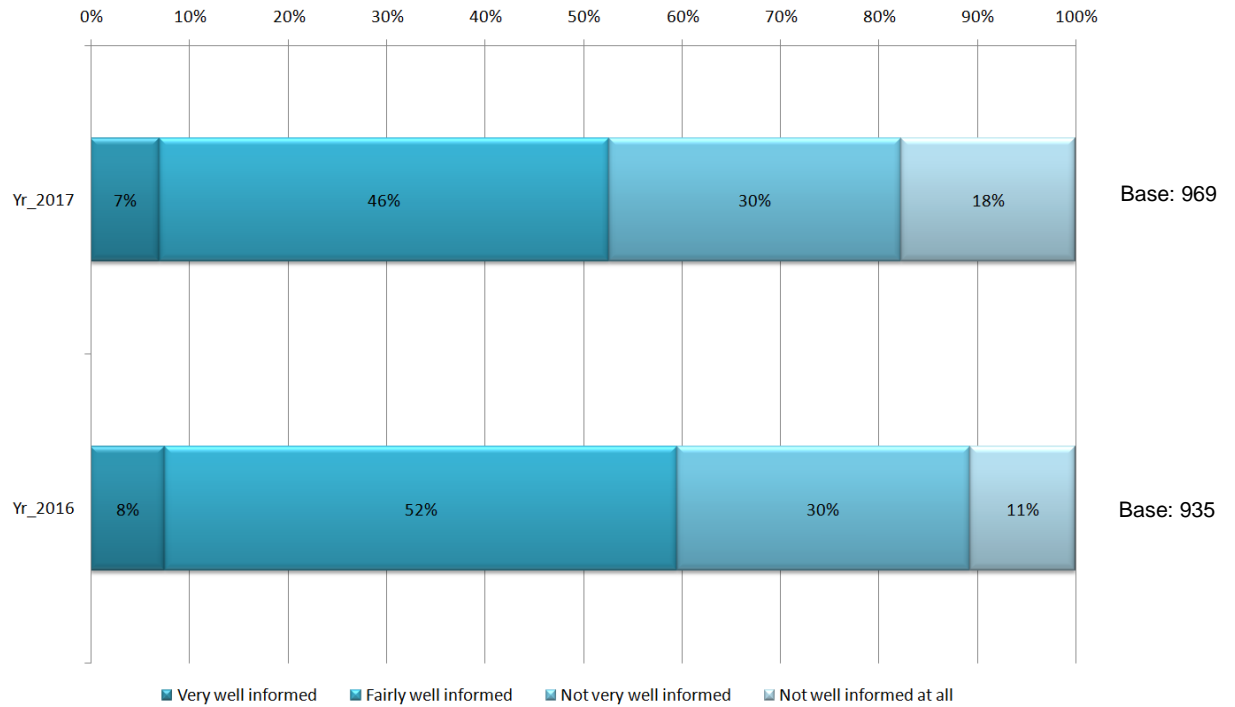
Differences

- Those aged 55-64yrs (63%), 65-74yrs (63%) and 75+yrs (64%) felt significantly more informed than those aged 25-34yrs (38%).

Comparison 2016 v 2017

The proportion of those feeling very or fairly well informed by Cherwell District Council has seen a -6.9% change from 60% in 2016 to 53% in 2017.

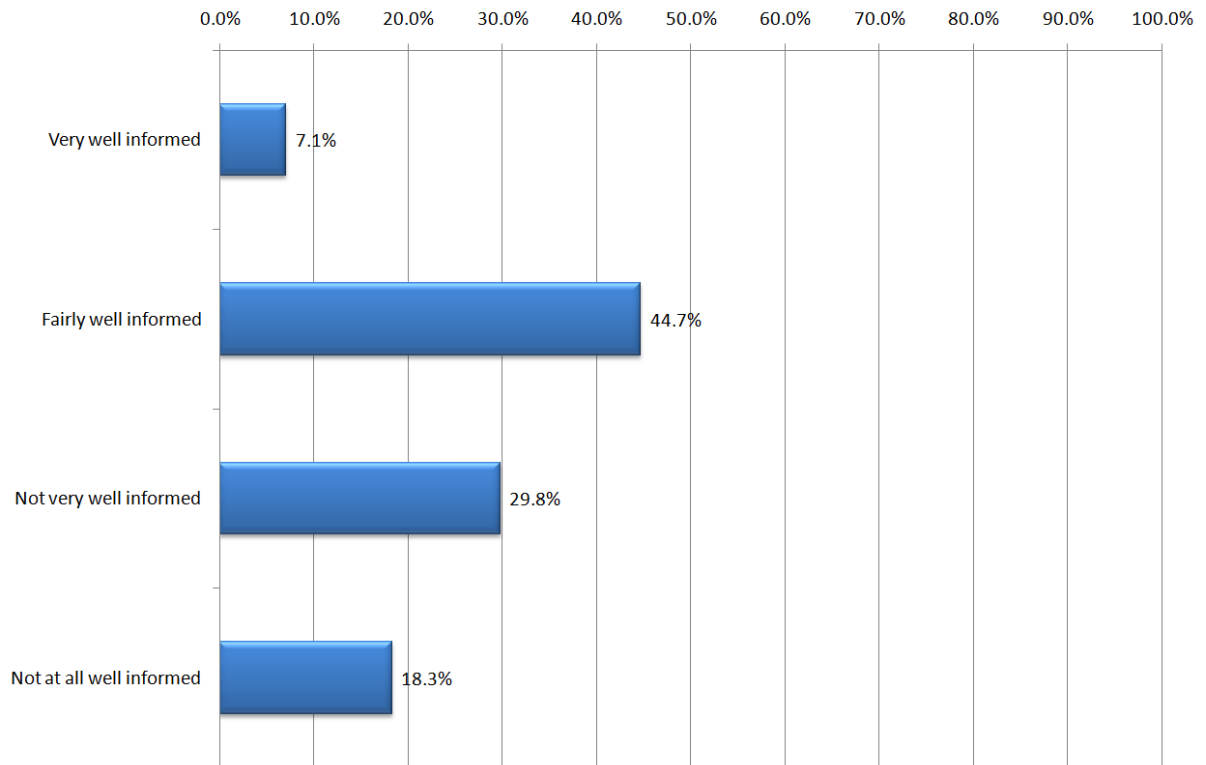
Chart 10b:



6.3 Informed about what the Council spends money on

‘How well informed, if at all, does Cherwell District Council keep residents about what the Council spends money on?’ Base: 955

Chart 11a:



52% felt **very or fairly well informed** by the Council about what the Council spends money on, 48% felt **not very well informed or not informed at all**.

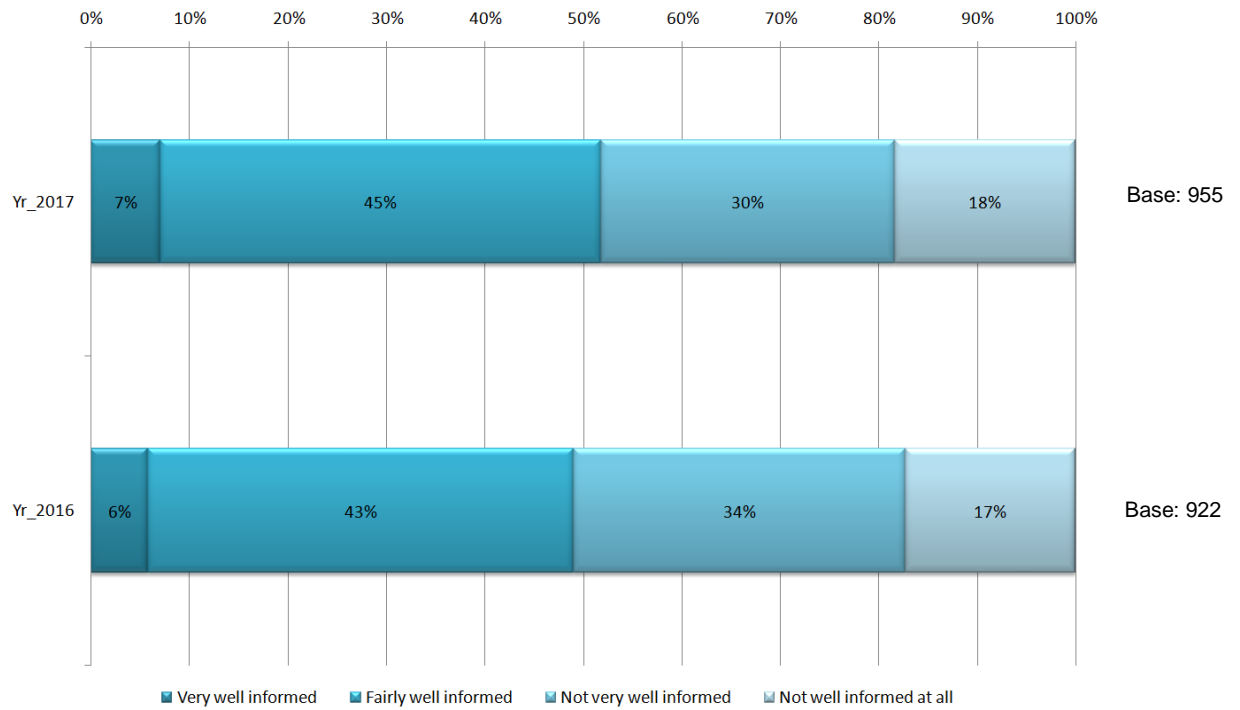
Differences

- Those aged 55-64yrs (63%) and 65-74yrs (61%) felt significantly more informed than those aged 25-34yrs (41%).

Comparison 2016 v 2017

The proportion of those feeling very or fairly well informed about what the council spends money on has seen a +2.7% change from 49% in 2016 to 52% in 2017.

Chart 11b:

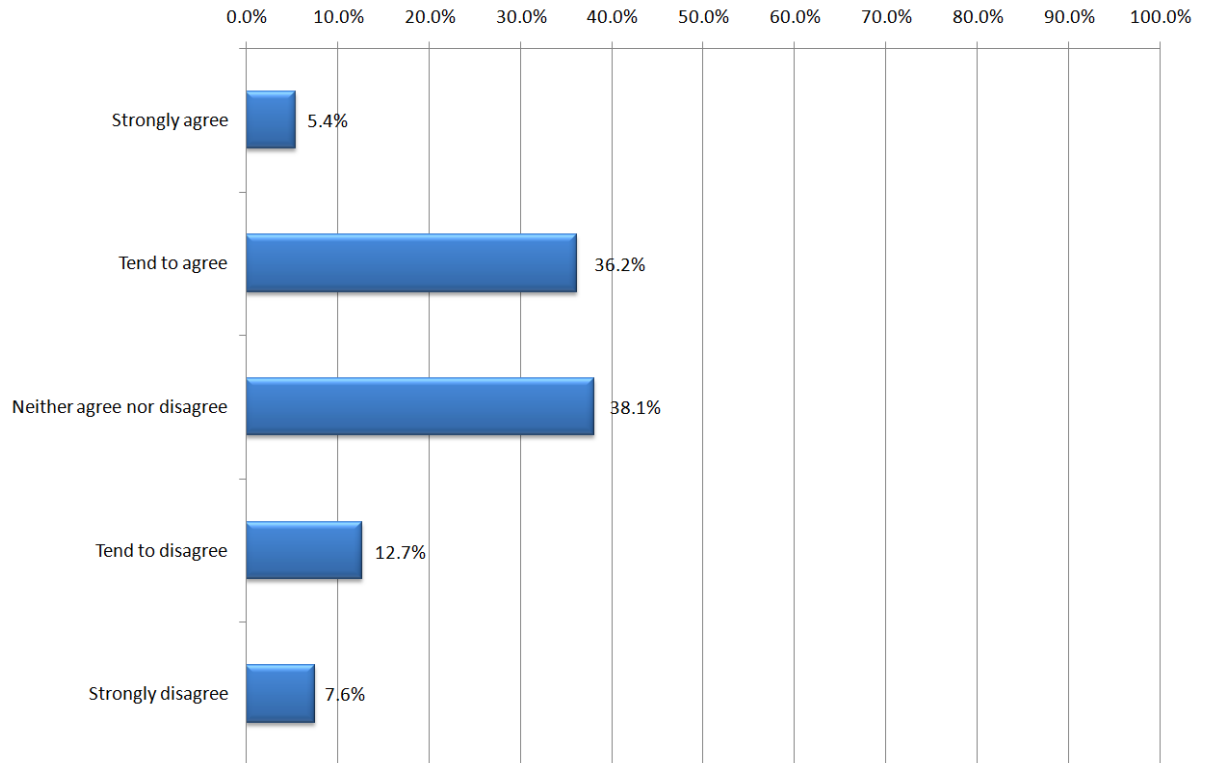


6.4 Value for money

'To what extent do you agree or disagree that Cherwell District Council provides value for money?' Base: 930

Overall 42% agreed that Cherwell District Council provides value for money with a confidence interval of +/-3.2% at the 95% level, 20% disagreed.

Chart 12a:



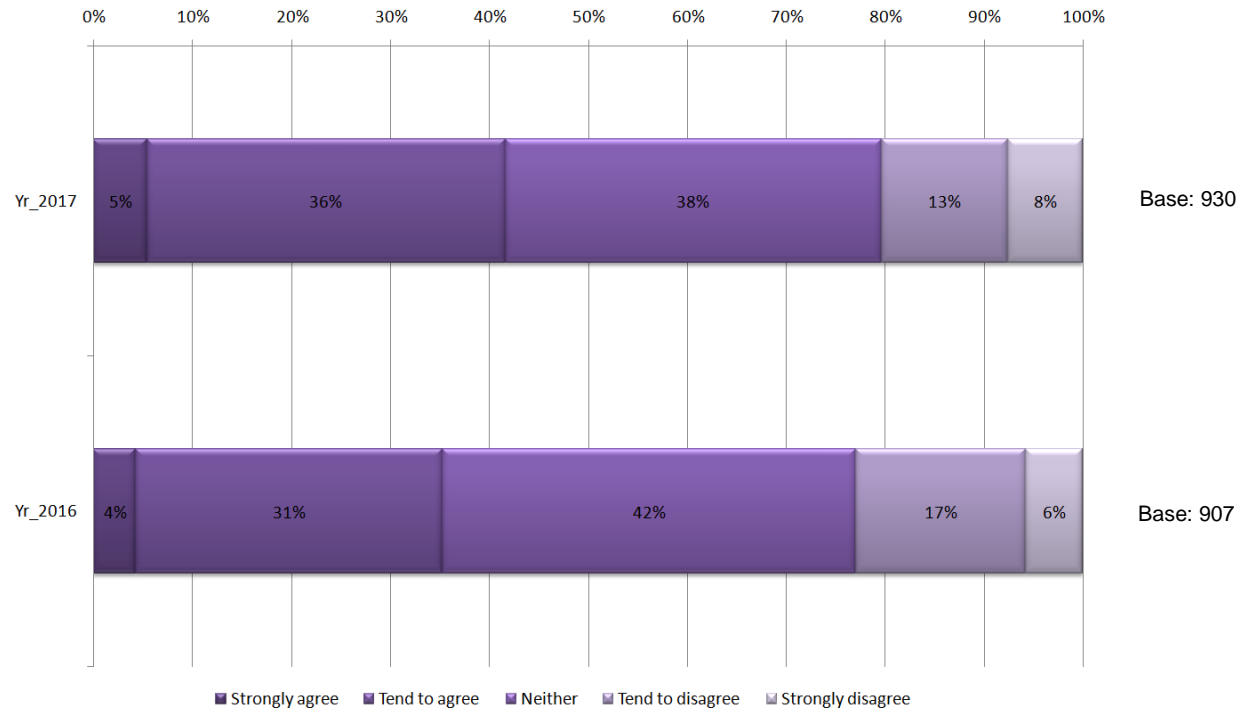
Differences

- No significant differences across age or gender categories

Comparison 2016 v 2017

The proportion of those agreeing that the council provides value for money has seen a +6.3% change from 35% in 2016 to 42% in 2017.

Chart 11b:

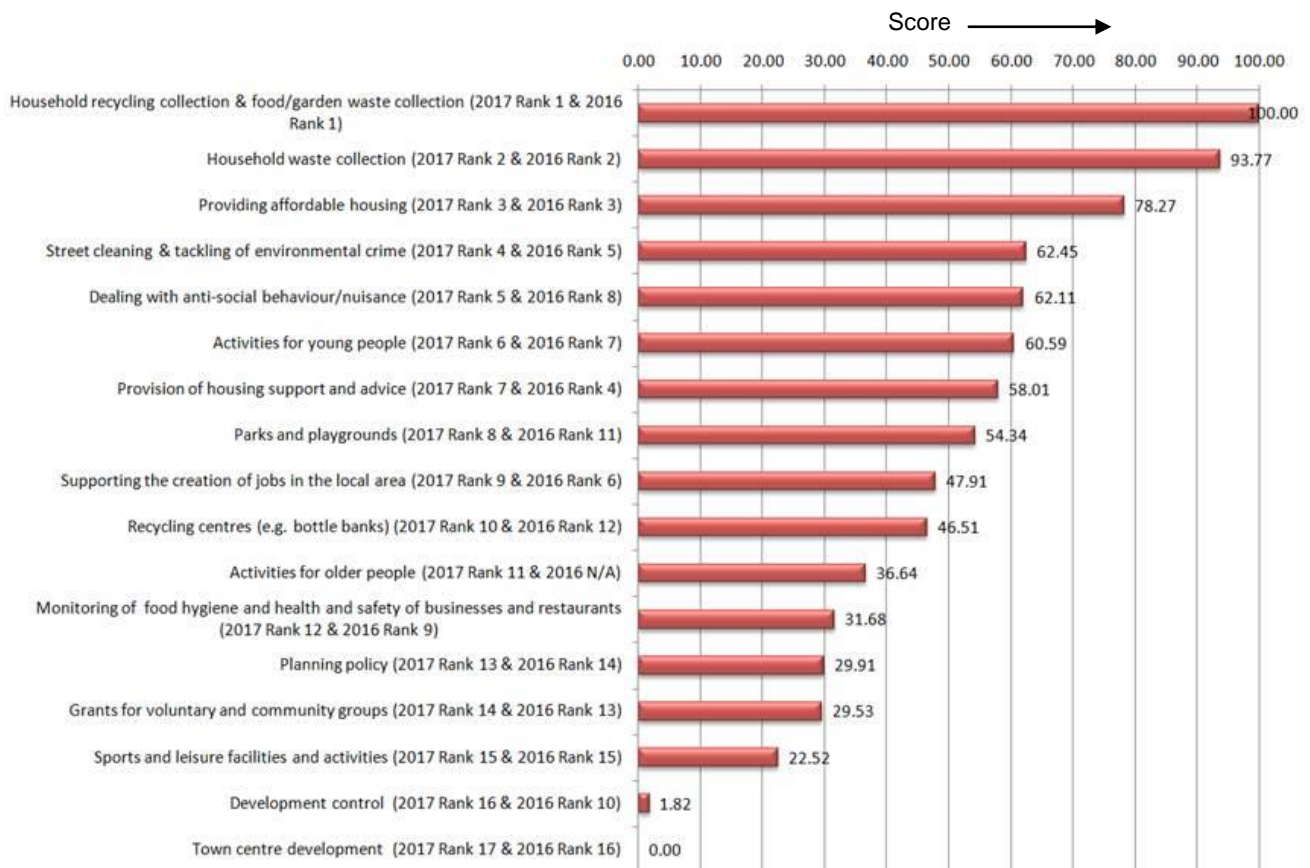


Section 7.0 Council budget priorities

7.1 Priorities

‘Which Council Services would you prioritise for maintaining the current level of service provision?’ Base: 1,057

Chart 12:



Analysis

The key services to be maintained by the Council were identified as:

1. Household recycling collection and food/garden waste collections
2. Household waste collection
3. Providing affordable housing

Comparison 2016 v 2017

The three key services to be maintained remain unchanged from 2016

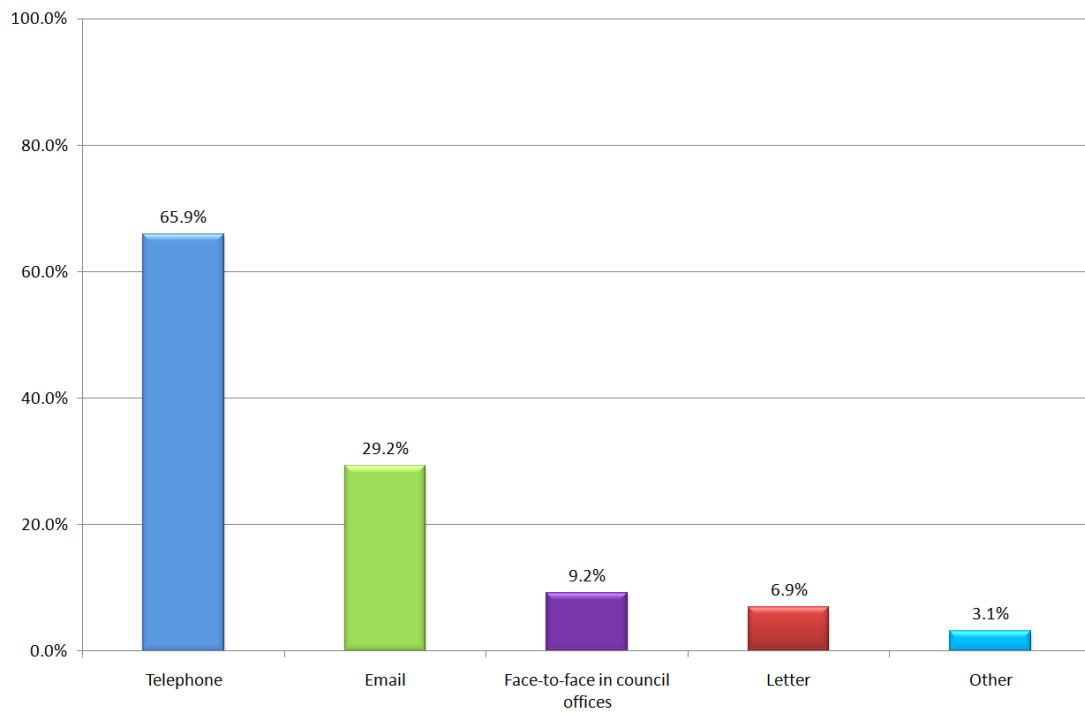
Council Service	RANK 2017	RANK 2016	Shift 2016-2017
Household recycling collection and food/garden waste collection service	1	1	0
Household waste collection	2	2	0
Providing affordable housing	3	3	0
Street cleaning & tackling of environmental crime	4	5	1
Dealing with anti-social behaviour/nuisance	5	8	3
Activities for young people	6	7	1
Provision of housing support and advice (e.g. working to prevent homelessness)	7	4	-3
Parks and playgrounds	8	11	3
Supporting the creation of jobs in the local area	9	6	-3
Recycling centres (e.g. bottle banks)	10	12	2
Activities for older people	11	Not included	N/A
Monitoring of food hygiene and health and safety of businesses and restaurants	12	9	-3
Planning policy (i.e. long term development and conservation)	13	14	1
Grants for voluntary and community groups	14	13	-1
Sports and leisure facilities and activities	15	15	0
Development control (i.e. planning permission and enforcements)	16	10	-6
Town centre development (e.g. improving town centres through schemes such as pedestrianisation)	17	16	-1
Arts and culture	Not included	17	N/A

Section 8.0 Contacting the Council

8.1 Last contact

'How did you last contact the Council?' Base: 846 - MULTI

Chart 13:



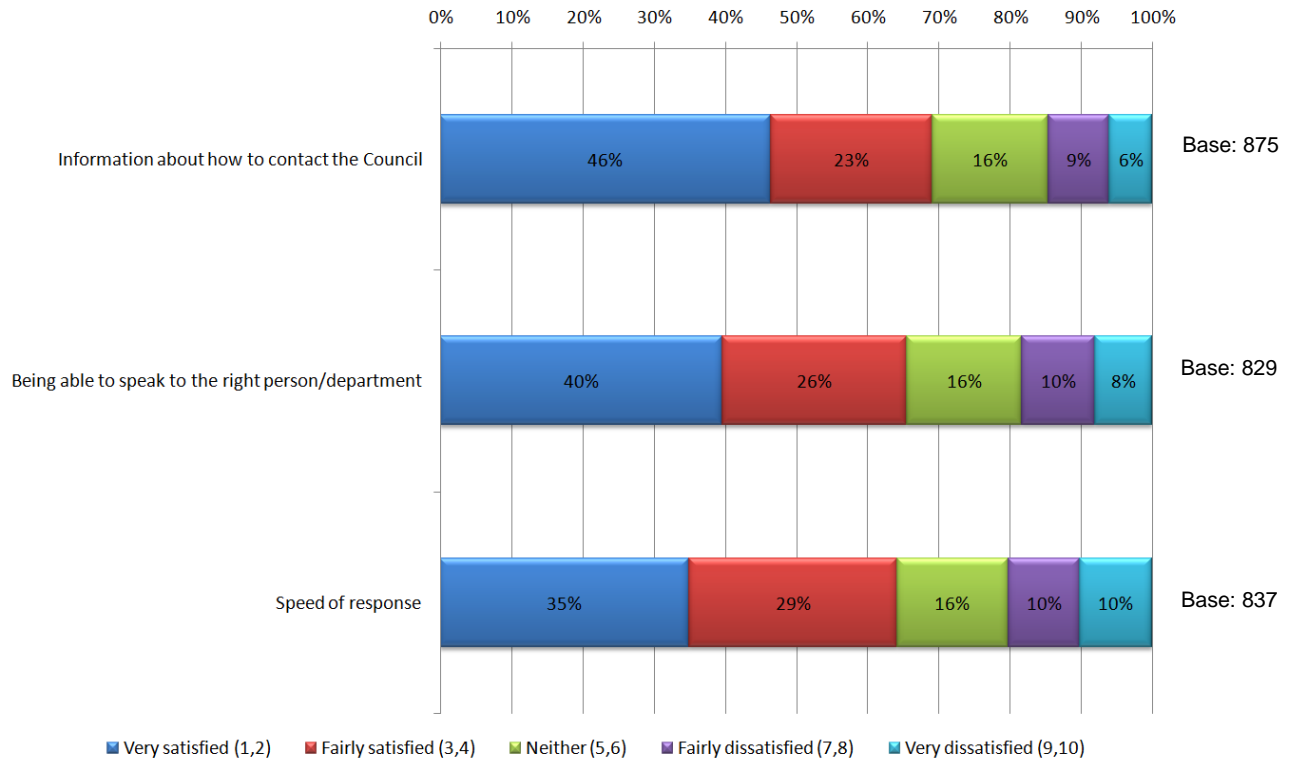
Of those who have contacted the Council, two thirds (66%) did so by telephone.

8.2 Satisfaction when contacting the Council

‘And, how satisfied or dissatisfied are you with the following when contacting Cherwell District Council, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 14a:

Ease of contacting the Council:



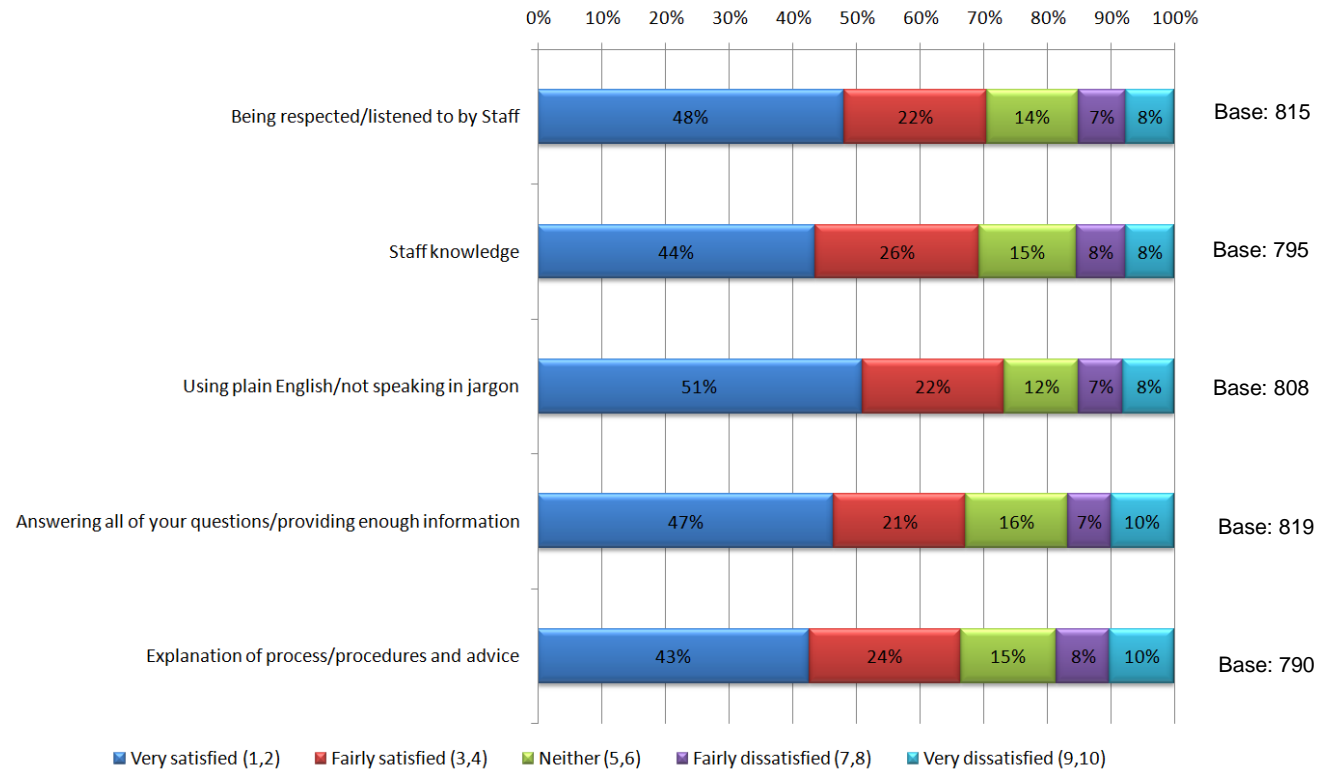
69% were **satisfied** (score 1-4) with information about how to contact the council, 15% were **dissatisfied** (score 7-10).

Two thirds (66%) were **satisfied** (score 1-4) with being able to speak with the right person/department, 18% were **dissatisfied** (score 7-10).

64% were **satisfied** (score 1-4) with the speed of response, 20% were **dissatisfied** (score 7-10).

Chart 14b:

Staff:



Just under three quarters (71%) were **satisfied** (score 1-4) with being respected/listened to by staff, 15% were **dissatisfied** (score 7-10).

69% were **satisfied** (score 1-4) with staff knowledge, 15% were **dissatisfied** (score 7-10).

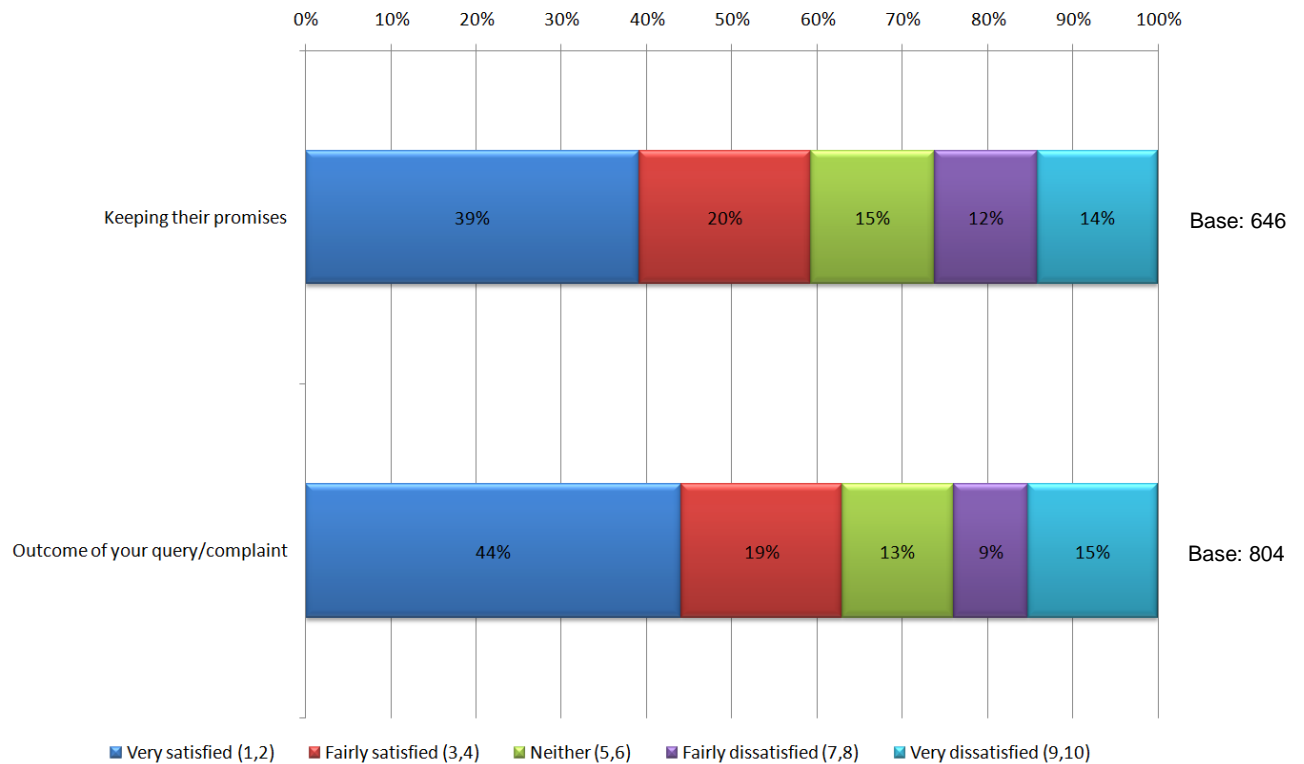
73% were **satisfied** (score 1-4) staff used plain English and did not speak in jargon, 15% were **dissatisfied** (score 7-10).

67% were **satisfied** (score 1-4) staff answered all questions/provided enough information, 17% were **dissatisfied** (score 7-10).

Two thirds (66%) were **satisfied** (score 1-4) with staff explanation of process/procedures and advice, 18% were **dissatisfied** (score 7-10).

Chart 14c:

Follow-up:



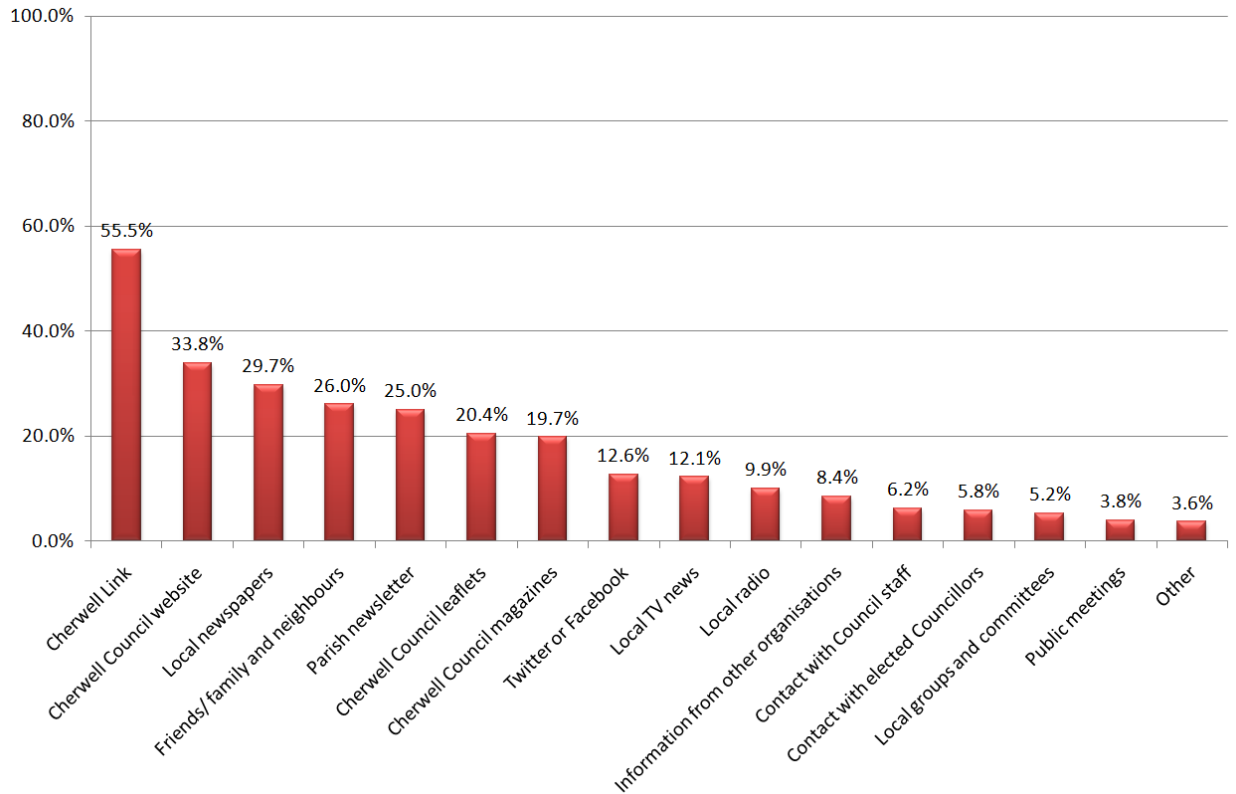
59% were **satisfied** (score 1-4) the Council kept to their promises, 26% were **dissatisfied** (score 7-10).

63% were **satisfied** (score 1-4) with the outcome of their query/complaint, 24% were **dissatisfied** (score 7-10).

8.3 Information from Cherwell Council

‘From which of the following do you obtain most of your information about Cherwell District Council?’ *Base: 1,063 - MULTI*

Chart 15:

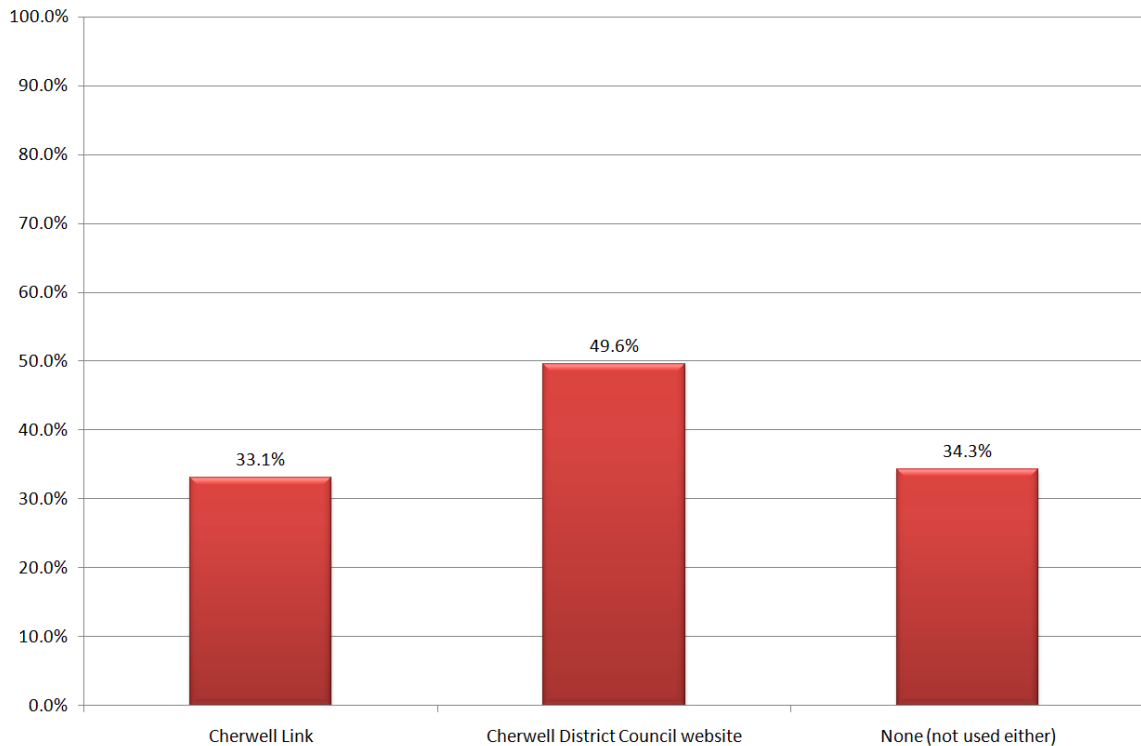


Over half (55%) of those who responded outlined they obtained most of their information about the Council through the Cherwell Link Council magazine, 34% outlined they obtained information from the Cherwell Council’s website.

8.4 Information sources

'Have you used any of the following information sources in the past 12 months?' Base: 1,004 - MULTI

Chart 16:



50% outlined they had used Cherwell Council's website in the past 12 months (compared with 49% in 2016).

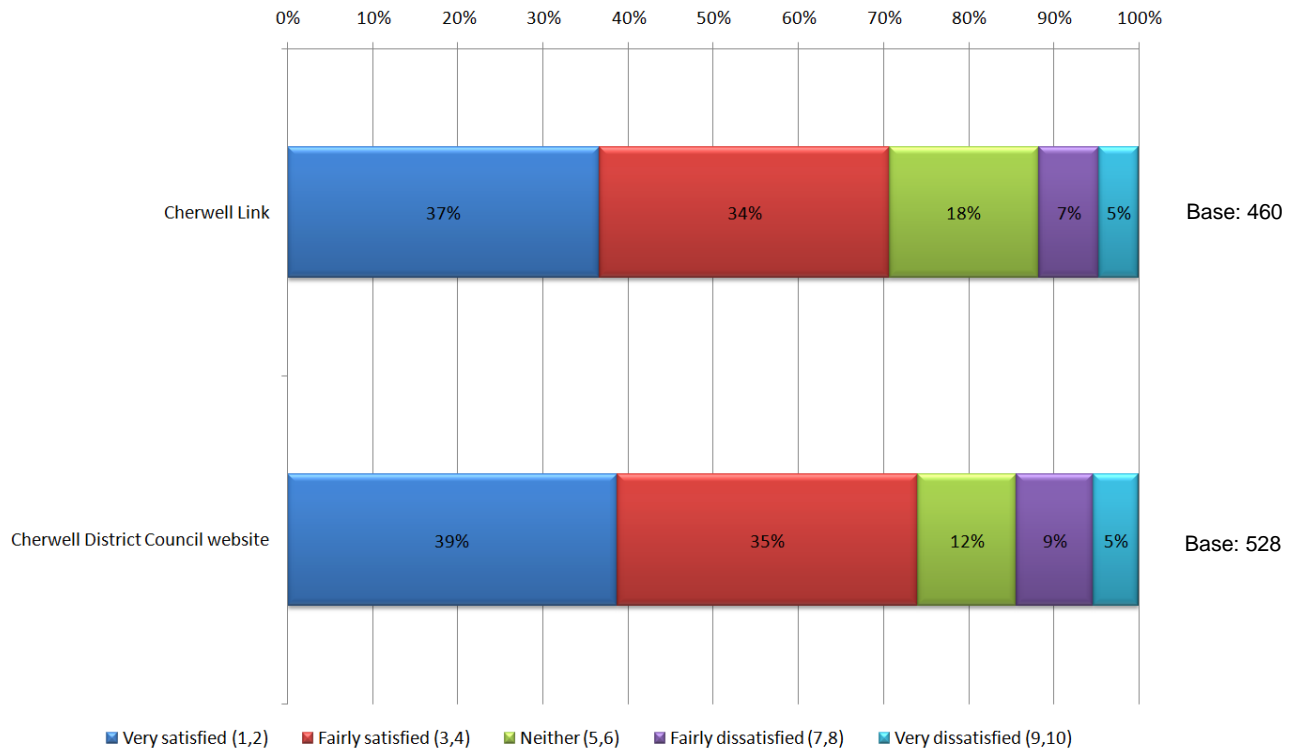
A third (33%) outlined they had used the Cherwell Link Council magazine in the past 12 months (compared with 43% in 2016).

34% outlined they had used neither in the past 12 months (compared with 29% in 2016).

8.5 Satisfaction with information sources

'And, how satisfied or dissatisfied are you with the following, where 1 is very satisfied and 10 is very dissatisfied?' – Only those who have used the information source in the past 12 months.

Chart 17:



Of those who responded 71% were **satisfied** (score 1-4) with the Cherwell Link (the Council Magazine), 12% were **dissatisfied** (score 7-10).

Of those who responded 74% were **satisfied** (score 1-4) with the Cherwell District Council website, 14% were **dissatisfied** (score 7-10).

Appendix 1:

Cherwell District Council Residents Survey

Cherwell District Council Residents' Satisfaction Survey

Your reference: 2859 /

HELP FOR COMPLETING THE ANNUAL RESIDENTS' SATISFACTION SURVEY

Thank you for taking the time to complete this residents' satisfaction survey. It should take no more than 15 minutes to complete. All of the information you give will be kept confidential. It will only be used by the Council to assess its performance and compare it with others. The questionnaire should be completed by any household member **aged 18 or over**.

Please return the completed questionnaire in the envelope provided by **16th June 2017**. Alternatively you can complete the survey online at www.marketingmeans.co.uk/cherwell17 by entering your unique code:

Cherwell District Council has kept its share of the Council Tax for 2017/18 the same for the eighth year running. The average sized house pays £2.37 per week to cover local services such as waste and recycling, street cleaning, planning, housing, economic growth, leisure services, the environment, licensing and elections.

SECTION 1: YOUR LOCAL AREA AS A PLACE

1. Overall, how satisfied or dissatisfied are you with your local area as a place to live?

Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. And, how satisfied or dissatisfied are you with the following across the District, on a scale of 1 to 10, where 1 is very satisfied and 10 is very dissatisfied? **Please tick one box for each response**

	1	2	3	4	5	6	7	8	9	10	Don't know
How your local neighbourhood looks and feels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How town centres look and feel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How new buildings look	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How older buildings are looked after	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of good quality jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town centres that attract people to shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of homes to rent or purchase at an affordable price for most people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location of homes to rent or purchase at an affordable price for most people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The provision of council services in rural areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How a balance is achieved between protecting rural environments whilst managing new development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transport provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having the opportunity to volunteer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to have your say	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 2: ENVIRONMENTAL SERVICES

3. Overall, how satisfied or dissatisfied are you with the following?
Please tick one box only for each response

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
Street cleaning service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council's approach to dealing with environmental crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Green bin collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Household recycling collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Household food and garden waste collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recycling centres (e.g. bottle banks etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3: LEISURE AND RECREATION

4. Overall, how satisfied or dissatisfied are you with the way parks and play areas managed by Cherwell District Council are looked after? Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Overall, how satisfied or dissatisfied are you with the leisure facilities provided by Cherwell District Council? Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Overall, how satisfied or dissatisfied are you with the leisure activities provided by Cherwell District Council (eg GO Active, Health Walks, Active Women programmes, Holiday Hubs, Youth Activators and Sportivate programmes etc)? Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 4: COMMUNITY SAFETY

7. Overall, how satisfied or dissatisfied are you with the Council's approach to dealing with anti-social behaviour and nuisance? Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 5: CAR PARKS

8. Overall, how satisfied or dissatisfied are you with the local car parking facilities managed by Cherwell District Council? **Please tick one box only**

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 6: OVERALL VIEWS OF CHERWELL DISTRICT COUNCIL

9. Overall, how satisfied or dissatisfied are you with the services provided by Cherwell District Council? **Please tick one box only**

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. How well informed, if at all, does Cherwell District Council keep residents about the benefits and services it provides? **Please tick one box only**

Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. How well informed, if at all, does Cherwell District Council keep residents about what the Council spends money on? **Please tick one box only**

Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. To what extent do you agree or disagree that Cherwell District Council provides value for money? **Please tick one box only**

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 7: COUNCIL BUDGET PRIORITIES

It is important for Cherwell District Council to understand which services are most important to residents. The question overleaf therefore asks you to prioritise the Council Services where you would like the current level of service provision to be maintained. Please see below for an example of how to complete this question.

For example, if you think 'dealing with anti-social behaviour/nuisance' is much less important than 'providing affordable housing', then select 'much less important to maintain current level of service'.

	Much more important to maintain current level of service	Slightly more important to maintain current level of service	Equally important	Slightly less important to maintain current level of service	Much less important to maintain current level of service	Don't know	
Dealing with anti-social behaviour/nuisance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Providing affordable housing

13. From the following pairs of Council services, which would you prioritise for maintaining the current level of service provision? Please tick one box only for each response

	Much more important to maintain current level of service	Slightly more important to maintain current level of service	Equally important	Slightly less important to maintain current level of service	Much less important to maintain current level of service	Don't know	
Household recycling collection and food/garden waste collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Activities for older people
Providing affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Dealing with anti-social behaviour/nuisance
Parks and playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town centre development (e.g. improving town centres through schemes such as pedestrianisation)
Dealing with anti-social behaviour/nuisance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Planning policy (i.e. long term development and conservation)
Household recycling collection and food/garden waste collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town centre development (e.g. improving town centres through schemes such as pedestrianisation)
Activities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monitoring of food hygiene and health and safety of businesses and restaurants
Planning policy (i.e. long term development and conservation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Activities for young people
Grants for voluntary and community groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monitoring of food hygiene and health and safety of businesses and restaurants
Sports and leisure facilities and activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provision of housing support and advice (e.g. working to prevent homelessness)
Household waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Street cleaning & tackling of environmental crime
Parks and playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supporting the creation of jobs in the local area
Street cleaning & tackling of environmental crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Development control (i.e. planning permission and enforcements)
Providing affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sports and leisure facilities and activities
Provision of housing support and advice (e.g. working to prevent homelessness)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supporting the creation of jobs in the local area
Activities for older people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Development control (i.e. planning permission and enforcements)
Recycling centres (e.g. bottle banks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Grants for voluntary and community groups
Household waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Recycling centres (e.g. bottle banks)

SECTION 8: CONTACTING THE COUNCIL

14. How did you last contact Cherwell District Council?

Please tick all that apply

- By telephone
- By letter
- Via email
- Face-to-face in council offices
- Other (please write in space below)
- Have not contacted Cherwell District Council

15. And, how satisfied or dissatisfied are you with the following when contacting Cherwell District Council, on a scale of 1 to 10, where 1 is very satisfied and 10 is very dissatisfied?

Please tick one box for each response

	1	2	3	4	5	6	7	8	9	10	Don't know
Information about how to contact the council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to speak to the right person/department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed of response (e.g. speed of answering the telephone/speed of replying to emails/letters)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being respected/listened to by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using plain English/not speaking in jargon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Answering all of your questions/providing enough information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Explanation of process/procedures and advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping their promises (e.g. calling back when they said they would etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcome of your query/complaint	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 9: INFORMATION FROM CHERWELL DISTRICT COUNCIL

16. From which, if any of the following do you obtain most of your information about Cherwell District Council? **Please tick all that apply**

- Friends/family and neighbours
- Parish Newsletter
- Cherwell Link
- Local groups and committees
- Local newspapers
- Local radio
- Local TV news
- Cherwell District Council magazines
- Cherwell District Council leaflets
- Cherwell District Council website
- Public meetings
- Contact with elected Councillors
- Contact with Council staff
- Information from other organisations (e.g. County Council, schools, doctors)
- Twitter or Facebook
- Other
- None of these
- Don't know

17. Now thinking specifically about the information provided by Cherwell District Council, have you used any of the following information sources in the past 12 months? **Please tick all that apply**

- Cherwell Link Go to Q18
- Cherwell District Council website Go to Q18
- None (not used either) Go to Q19

18. And, how satisfied or dissatisfied are you with the following, on a scale of 1 to 10, where 1 is very satisfied and 10 is very dissatisfied? **Please tick one box for each response**

	1	2	3	4	5	6	7	8	9	10	Don't know
Cherwell Link	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cherwell District Council website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Finally, **please use the space below** to write in any further comments that you have about Cherwell District Council and the services it provides.

SECTION 10: ABOUT YOU

20. Which age band are you in? Please tick one box only

- 18-24yrs
- 25-34yrs
- 35-44yrs
- 45-54yrs
- 55-64yrs
- 65-74yrs
- 75+yrs

21. What is your gender? Please tick one box only

- Male
- Female
- Transgender
- Other

SECTION 11: FUTURE CONSULTATIONS

22. Would you be happy to be involved in future consultations with Cherwell District Council?
Please tick one box only

- Yes Go to Q23
- No End of survey

23. Please can you provide your contact details below (any details provided will only be used by Cherwell District Council for the purpose of contacting you for future consultations and will be sent back separately to your responses to this survey).

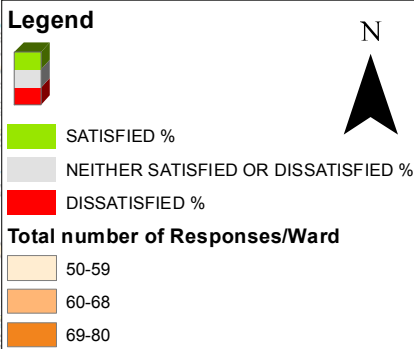
Name:

Telephone number:

Email address:

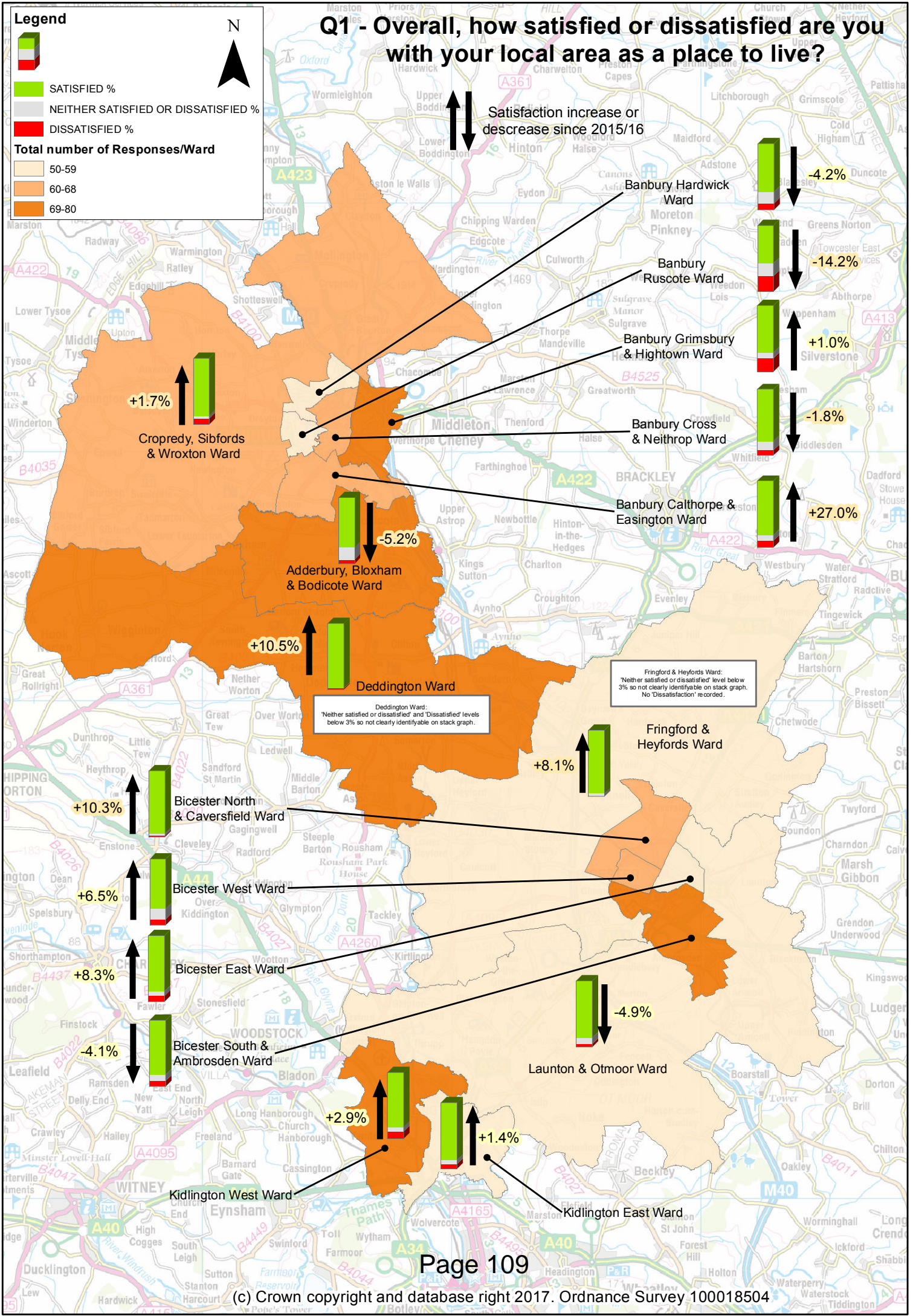
**THANK YOU FOR TAKING PART IN THIS SURVEY.
PLEASE RETURN YOUR COMPLETED FORM IN THE ENVELOPE PROVIDED BY 16TH JUNE 2017.**

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Q1 - Overall, how satisfied or dissatisfied are you with your local area as a place to live?

Satisfaction increase or decrease since 2015/16



Deddington Ward: 'Neither satisfied or dissatisfied' and 'Dissatisfied' levels below 3% so not clearly identifiable on stack graph.

Fringford & Heyfords Ward: 'Neither satisfied or dissatisfied' level below 3% so not clearly identifiable on stack graph. No 'Dissatisfaction' recorded.

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Cherwell District Council

Executive

2 October 2017

Loan for a Replacement Kidlington Girl Guides Building

Report of Director of Operational Delivery

This report is public

Purpose of report

To consider a loan to Kidlington Girl Guides (KGG) to enable them to replace their current old and poor quality building

1.0 Recommendations

The meeting is recommended to :

- 1.1 Approve a low interest loan of up to £100,000 to Kidlington Girl Guides for a replacement guide building

2.0 Introduction

- 2.1 At the end of May 2017, representatives of the Girl Guides from Kidlington (KGG) made a request for financial help to complete the funding they need for a project to replace their current building. KGG have been fundraising, and will continue to do so, but to meet the needs of the growing guiding movement in Kidlington they have an immediate shortfall of at least £80k to complete a new hall.

3.0 Report Details

- 3.1 The KGG own their building and land and have operated successfully for a number of years. However, the building is dilapidated and has really come to the end of its life; repairs have been made but these are now becoming economically unviable and so the wish is to redevelop the site with a new, fit for purpose, facility.
- 3.2 They have looked a several options about the siting of the Guide Hall and whether there could be a better use for the current site that would provide them with enough money to buy a new piece of land and building within the village. However, the restrictions on the current site surrounded by residential properties and accessed along a footpath with no vehicular access or car parking do not make it viable to redevelop for housing and so it has been decided to demolish the existing building and rebuild on the same site.

- 3.3 The volunteers who run the guides have done a considerable amount of work to agree designs, get a planning application prepared and find a local builder who will build what they want at reasonable cost.
- 3.4 In considering this matter, it should be noted that the Council does not have a grant scheme or budget which it can apply in these circumstances and therefore a loan is an appropriate means of funding consideration. Officers have adopted a number of criteria to apply in such circumstances which are as follows;
- Evidence of project objectives and needs analysis are provided
 - The loan must have a monitorable community impact.
 - The loan would provide up to 50% of the whole project cost
 - Such a loan can only be applied for by constituted voluntary organisations with their own bank account; Town or Parish Councils; charitable organisations.
 - The loan cannot be applied retrospectively.
 - The applicant has provided evidence of its financial stability and of its ability to manage the proposed scheme.
 - The applicant has demonstrated that the proposed scheme has been developed following good practice in terms of planning, procurement and financial appraisal.
 - The applicant has provided evidence the affordability of their proposed scheme and the loan repayments.
 - That the project furthers the Council's priorities as reflected in its 2017/18 Business Plan
- 3.5 The Interim Head of Finance has reviewed the KGG documentation and funding background. There are several caveats/conditions that will need to be addressed as conditions of the loan if agreed by Members that will ensure the right cost planning and financial management are in place, that there are appropriate contingencies and agreed funding sources. The due diligence process has identified a need for KGG to have a construction contingency sum of c 10% of the actual construction cost. A low interest loan agreement for a sufficient term at suitable rates is also required so as to facilitate the group rather than constrain its development and growth in the future.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The above criteria have been met by the KGG and hence it is recommended that a loan of up to £100,000 be offered to the Kidlington Girl guides to allow them to complete their new building.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To offer a grant to KGG instead of the requested loan. This is not proposed as the Council does not have a grant scheme for this initiative.

Option 2: To offer only the £80k loan requested. This is not proposed as officers feel that the project does not have sufficient construction contingency.

7.0 Implications

Financial and Resource Implications

- 7.1 The project has been reviewed and is found to be suitable when considering the criteria in 3.4 above for a loan. The £100,000 loan would be over a maximum 30 years (assuming that the Girl Guides can afford a payment of £5,000pa) at 2.83% (the current PWLB rate). Options for earlier repayment will also be available to them.

Comments checked by:

Sanjay Sharma, Interim Head of Finance, 01295 221564,
Sanjay.Sharma@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The proposed loan will be subject to a loan agreement with KGG on which the Council's legal officers will advise should approval be given to this proposal.

The value of the proposed loan is such that the Council can provide the loan on terms which are not commercial in the event that the loan were to be considered to be State Aid it would be comfortably under the *de minimis* threshold, subject to confirmation by Kidlington Girl Guides that it has not received any further *de minimis* state aid from other public authorities.

The nature of the loan is such that, were it to be considered to be State Aid, the Council could be confident that it would be exempt from the State Aid rules under the General Block Exemption Regulations as being a purely local provision of aid as the facility would only be made available to the group within the village of Kidlington.

Comments checked by:

Chris Mace, Solicitor, 01327 322125,
christopher.mace@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: **No**

Community Impact Threshold Met: No

Wards Affected

Kidlington West
Kidlington East

Links to Corporate Plan and Policy Framework

Work to provide and support health and wellbeing across the District, Provide high quality and accessible leisure opportunities and Provide support to the voluntary and community sector

Lead Councillor

Councillor Tony Ilott, Lead Member for Financial Management

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ian Davies, Director of Operational Delivery
Contact Information	03000 030101 ian.davies@cherwellandshouthnorthants.gov.uk

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