

CHERWELL DISTRICT COUNCIL

BANBURY VISION & MASTERPLAN

FINAL DRAFT REPORT

15 DECEMBER 2015



Executive Summary

The adopted Cherwell Local Plan together with the Banbury Vision & Masterplan establishes the long term VISION for the town and identifies the projects and initiatives to support growth. It integrates planned schemes with new proposals and connects the functions together to create a sustainable market town and regional centre. The Local Plan sets the planning framework up to 2031 with the Banbury Vision & Masterplan providing a further level of detail to inform the preparation of Local Plan part 2 and the implementation of LTP4 published by Oxfordshire County Council.

The vision for Banbury is a premier regional centre with a fast growing economy developed from the strengths of the area; and at its heart, a vibrant and attractive town centre, set in a high quality and distinctive environment with greater housing choice, improved accessibility and a reduction of congestion.

This vision is formed from six inter-connecting strategic objectives that will:

- *Promote Banbury as the regional service centre of choice for the wider region;*
- *Establish a strong economy;*
- *Reduce congestion and improve accessibility;*
- *Create a vibrant and attractive town centre;*
- *Create a high quality environment and distinctive character to live and work; and,*
- *Promote opportunities for local people.*

The significant housing growth planned for Banbury will provide the opportunity to develop Banbury into a stronger regional centre with a full range of retail, leisure, cultural, sporting and social activities. To deliver this role the strategic roads, public transport network and car parking will need to be improved together with better training and higher education opportunities for local people. Banbury should become the powerhouse of the region, but needs better access and a growing and vibrant town centre.

The vision targets economic growth through: maintaining a strong manufacturing sector; diversifying into higher skilled and knowledge based opportunities; support for skills acquisition; and, by driving the engineering economy through flagship sectors of motor sport and advanced engineering. To facilitate this growth, investment is required in apprenticeships, training and education and the delivery of suitable employment sites. A growing town centre and expanding regional influence will also draw in a wider range of professional service jobs. The strengths of a large working age population, low unemployment rate, skilled workforce, combined with high value added activities and enterprising population offer opportunities to increase economy activity.

Traffic congestion and poor access are major constraints on growth and detract from the overall perception of Banbury. Action is needed now to address present concerns and enable growth to be delivered. Traffic congestion along the east/west network and on to the motorway junction needs to be resolved through short term improvements and a longer term strategic solution. Similarly in the town centre the congestion at the Cherwell Street and Bridge Street junction needs a long term solution. A commercially viable bus network is needed to improve choice and access.

The vision is to create a vibrant and attractive town centre, but with continued pressures from out of town retailing and internet shopping the future role and viability of the town centre, as in other towns, is being tested. The town centre must deliver an entertainment, cultural and leisure quarter, quality food retailing and new niche and speciality shops together with festivals and events. This should be complimented with improved access, an enhanced business and professional sector together with new town centre housing and improved community facilities.

The potential scale of change is substantial and a planned and co-ordinated approach is needed for the redevelopment of the town centre. Small incremental improvements are welcome, but a longer term view is needed to ensure that the right decisions are made about the redevelopment of the town centre. A Town Centre Action Area managed by a Banbury Task Force can provide the joined up approach to deliver and manage change.

The quality and character of the environment is a part of what creates that sense of place that unifies towns and sometimes makes them memorable. A good quality and attractive environment is essential to delivering the Banbury Vision and is the glue that holds all the initiatives together. It provides the setting for daily life and enables a healthier lifestyle with better links to open space and sports facilities. Proposals include providing the north-south green lung that improves access to the town centre and opens up the canal and river; new public spaces and green links connecting the neighbourhoods together; attractive gateways in to the town; a richer more diverse bio-environment; and, new open space and amenity areas to serve the needs of residents.

The public sector can provide the vision; the private sector the investment and entrepreneurship; and, the people of Banbury the energy to deliver the planned economy growth. But the people need to be supported with improved skills, facilities and local services to enable them to play a full role. Areas of deprivation need to be continually addressed and life chances improved.

The vision for Banbury requires the support of many public sector organisations and the active engagement with the private sector. It needs to be delivered by ONE team with strong leadership to drive through the actions and achieve the planned growth. Scarce public sector resources need to be targeted to gain maximum benefit and the leverage of private sector investment.

The vision is about 'promoting opportunities' as well as creating a 'place for opportunities' to be realised. The public sector can do much to address constraints, set new policies and prepare the ground for investment, but it should also be setting the conditions to create private sector investment confidence and addressing the needs of local people. The public sector will take the lead using targeted funding to secure maximum benefit and lay the foundations for economic growth delivered through private sector investment.

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Banbury Vision & Masterplan
Final Draft Report
15 December 2015

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Transport Ltd

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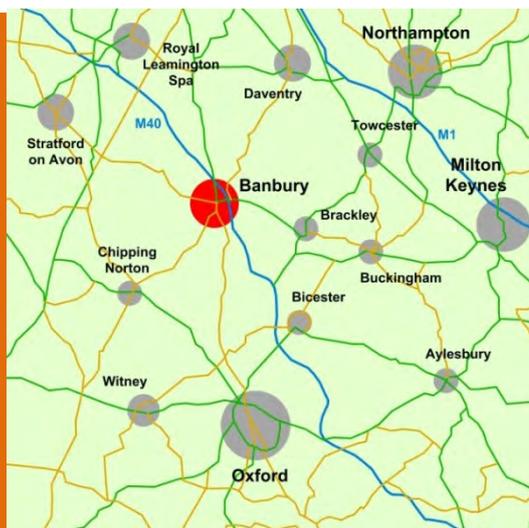
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I. INTRODUCTION

This report sets out a new economic vision for Banbury; as an attractive regional centre; a place of growth, prosperity and enterprise. It establishes a clear vision for the future of the town and identifies the projects and initiatives, which will improve the economic performance of the area and secure a better future for local people.

In summary this report:

- Articulates a future role for the town;
- Identifies areas for economic improvement;
- Provides investment confidence;
- Supports the delivery of the Cherwell Local Plan;
- Identifies a way to deliver the Canalside development;
- Promotes an attractive town centre with a full range of facilities; and,
- Identifies a series of measures to address traffic congestion and improve accessibility.



The Cherwell Local Plan 2011 - 2031 is a vision and spatial strategy for Cherwell District Council. The spatial strategy aims to manage the growth of the district and focuses the majority of proposed growth around Bicester and Banbury, limits growth

in rural areas, and strictly controls development in the open countryside. A set of fifteen objectives have been established to achieve the vision covering the three themes of developing a sustainable local economy, building sustainable communities and ensuring sustainable development.

The Banbury Vision & Masterplan builds upon the Draft Banbury Masterplan (2014) and the vision, objectives and policies set out in the Cherwell Local Plan (2011-2031) adopted on 25th July 2015. It sets out the investment needed in key projects and infrastructure to enable the growth of the local economy. The result is a flexible, realistic and deliverable strategy for the longterm growth of Banbury that sets the framework for Local Plan part 2 and the infrastructure initiatives set out in Oxfordshire County Council's LTP4.

This strategy has been prepared with the engagement of local stakeholders and the involvement of Cherwell District Council, Oxfordshire County Council, SEMLEP, OXLEP, and Banbury Town Council. The future role of the town has been developed from the aspirations of stakeholders, businesses and representatives of local government. It is developed from the special strengths and skills of the area and the added value that can be achieved from the public sector partners working together to set out a clear framework for private sector investment.



II. BANBURY TODAY

Banbury is the District's principal town and serves the needs of the sub-region and a large rural hinterland. It is still known today as a market town and hosts an outdoor market every Thursday and Saturday along with a Farmers Market on the first Friday of every month. The historic town centre underwent significant growth in the 1980s and 90s with the development of the Castle Quay shopping centre.

The town's economy has always been related to manufacturing, with trade in the medieval period based on wool. Today the local economy is centred on manufacturing, service industries, local government and health. The main industries are car components, electrical goods, plastics, food processing and printing. Key employers in the town are Kraft and Prodrive Motorsports Ltd.

Transport links have been the spur to the development of the town, firstly as the junction of the two ancient roads, Salt Way and Banbury Lane, around which the town developed. In 1778 the Oxford Canal brought the town a cheap and reliable supply of coal, finally connecting to Oxford on 1st January 1790. In 1850 Banbury was connected into the rail network and in 1900 the Great Central Railway opened a branch line from to Banbury. Today, Banbury is located next to Junction 11 of the M40 and benefits from a good road network with links to Royal Leamington Spa, Brackley, Stratford-upon-Avon, Daventry and Buckingham.

The town grew rapidly between the 1950s and 1970s due to the overspill from London and the west midlands. The growth of Banbury accelerated further after the 1970s with the completion of the M40 motorway, which gave fast and direct access to London and Birmingham.

Banbury currently suffers from congestion on the main north/south routes which provide important access to the town centre, main employment sites and hospitals as well as serving through traffic and connections to the M40. The Banbury Area Strategy completed by Oxfordshire County Council indicates that nearly two thirds of workers in the town travel less than 10km to work. This presents an opportunity for more residents to travel by sustainable modes of transport such as on foot, bike or bus, relieving congestion on the road.

Banbury is served by a mainline station with regular services provided by Cross Country Trains, Chiltern Railways and First Great Western connecting the town to London and Birmingham. Good rail connections have resulted in the town becoming a popular starting point for commuters leaving Banbury.

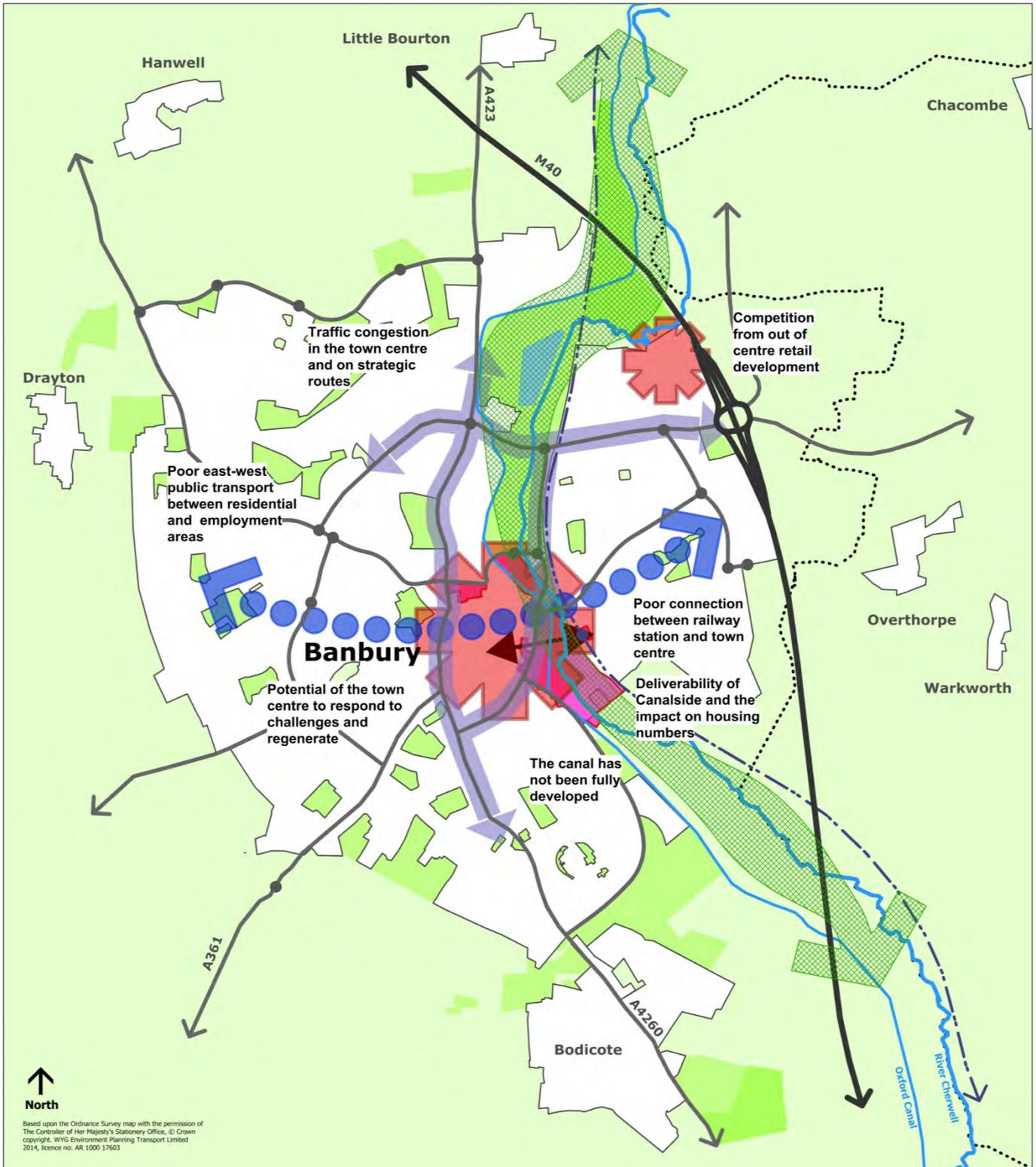


Market Place



Cherwell Street and Bridge Street junction

Challenges



The Employment Development Strategy¹ (EDS) envisages that there will be a reduction in the size of the town's overall manufacturing sector, but that this should be combined with an increase in the robust engineering economy driven by advanced engineering and performance motorsport.

The updated Retail Study² (2012 and 2014) concludes that the town centre is performing well, offering a wide variety of facilities and services that go beyond just a local offering from mid-market fashion retailers and large discount fashion outlets, through to smaller independent retailers and service outlets. A recent review of the town centre identifies 15 empty properties

This snapshot of Banbury today does not identify the challenges that it faces in a highly competitive environment. The constraints to growth must be identified and a strategy established to encourage new investment and economic growth. The consultation process has identified a number of challenges that need to be addressed including:

- Competition from out of centre retail development that could impact on town centre trade;
- Traffic congestion in the town centre and on strategic routes;
- Potential of the town centre to respond to challenges and regenerate;
- Deliverability of Canalside and the impact on housing numbers;
- The Oxford Canal is an attractive asset that has not been fully developed;
- Poor connectivity between the town centre and the railway station; and,
- Poor public transport connections between residential and employment areas.

The strategy for Banbury must provide a clear framework that resolves existing concerns and identifies the initiatives and projects that will help to deliver a better future and stronger economy.



Empty town centre properties (September 2015)



Empty shops in Church Walk



Oxford Canal through Canalside

III. BANBURY VISION

Vision & objectives

The adopted Cherwell Local Plan together with the Banbury Vision & Masterplan establishes the long term VISION for the town and identifies the projects and initiatives to support the growth of the town. It integrates planned schemes with new proposals and connects the functions together to create a sustainable market town and regional centre.

The Banbury Vision & Masterplan proposes a different place to that outlined in the previous chapter. It promotes a vibrant town centre; as a service and retail centre for the region, together with a range of employment opportunities and facilities to support role the of the town in the wider region. The Local Plan sets the planning framework up to 2031 with the Banbury Vision & Masterplan providing a further level of detail to inform the preparation of Local Plan part 2 and the implementation of LTP4 published by Oxfordshire County Council.

The vision for Banbury is a premier regional centre with a fast growing economy developed from the strengths of the area; and at its heart, a vibrant and attractive town centre, set in a high quality and distinctive environment with greater housing choice, improved accessibility and a reduction of congestion.

This vision is formed from six inter-connecting strategic objectives that will:

- Promote Banbury as the regional service centre of choice for the wider region;
- Establish a strong economy;
- Reduce congestion and improve accessibility;
- Create a vibrant and attractive town centre;
- Create a high quality environment and distinctive character to live and work; and,
- Promote opportunities for local people.



Vision of Canalside

Strategic objectives



Promote Banbury as the regional service centre of choice for the wider region

The significant housing growth planned for Banbury will provide the opportunity to develop Banbury into a stronger regional centre with a full range of retail, leisure, cultural, sporting and social activities. To deliver this role the strategic roads, public transport network and car parking will need to be improved together with better training and higher education opportunities for local people. Banbury should become the powerhouse of the region, but needs better access and a growing and vibrant town centre.



Establish a strong economy

The growth in the engineering economy driven by advanced engineering and performance motorsport needs to be captured in Banbury where the skills are available. To facilitate this growth, investment is required in apprenticeships, training and education and the delivery of suitable employment sites. A growing town centre and expanding regional influence will also draw in a wider range of professional service jobs.



Reduce traffic congestion and improve accessibility

Traffic congestion and poor access are major constraints on growth and detract from the overall perception of Banbury. Action is needed now to address present concerns and enable growth to be delivered. Traffic congestion along the east/west network and on to the motorway junction needs to be resolved through short term improvements now and a longer term strategic solution. Similarly in the town centre the congestion at the Cherwell Street and Bridge Street junction needs a short and long term solution. A commercially viable bus network is needed to improve choice and access.



Create a vibrant and attractive town centre

The constraints to growth in Banbury as a whole also apply in the town centre where congestion, poor access and underutilised to delivering the vision for Banbury. More than ever town centres are under threat and a concerted programme of actions and interventions is needed to safe guard their future. A renaissance is required in Banbury Town Centre that will set out a coordinated programme of actions to deliver the vision.



Create a high quality environment and distinctive character to live and work

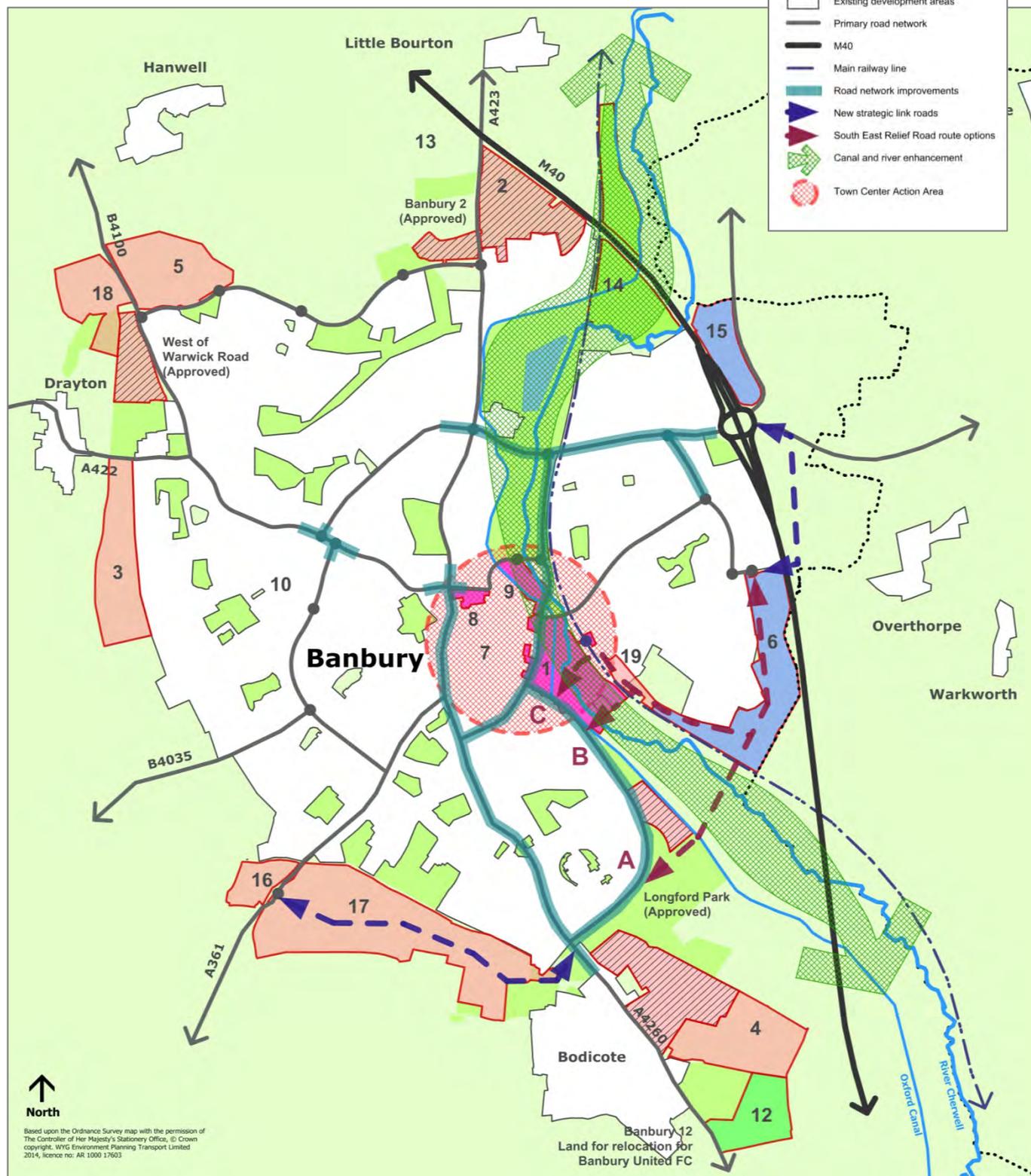
Banbury has some attractive places and spaces, but more needs to be created to overcome the poor environment in some areas. The town centre needs substantial improvement with the opening up of the Oxford Canal and the development of the three strategic underutilised sites of Bolton Road, Spice Ball and Canalside. A network of attractive green routes and spaces needs to connect the town together.



Promote opportunities for local people

Banbury is growing in size and the population will require more housing and employment opportunities in addition to increased training, leisure, social and community facilities. These need to be carefully planned and sited in the most sustainable locations to reduce the need to travel.

Masterplan



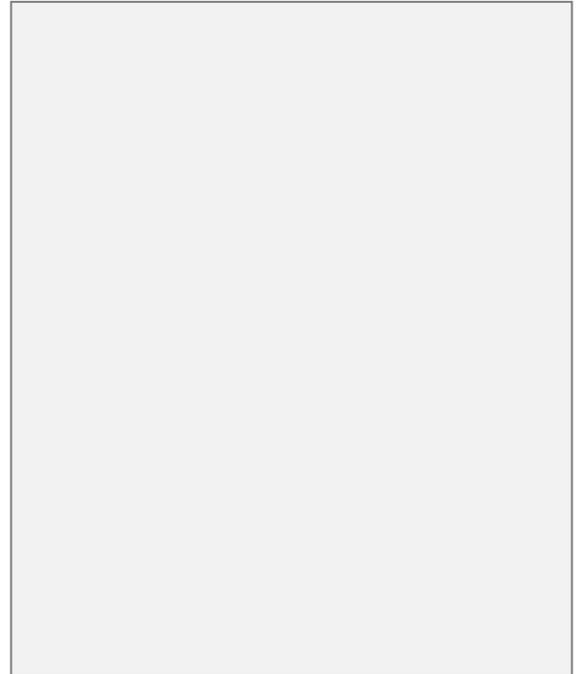
Masterplan

The masterplan identifies the structure and shape of the town and provides a further level of detail to the sites included on the Cherwell Local Plan map of Banbury. It is informed from a review of the physical constraints, the movement networks, landownership constraints, market forces and relationship to adjacent areas.

The masterplan shows the Local Plan allocated sites for employment, residential, town centre and open space. The existing urban area of the town is shown in white; and the principal roads as black lines. The proposed improvements to the infrastructure are indicated in blue, on top of the road network.

The masterplan identifies five key initiatives that underpin the Banbury Vision & Masterplan:

- Locations for housing to deliver Cherwell Local Plan housing requirements to 2031;
- A range of employment opportunities that will reinforce the role of Banbury in the regional economy;
- A transport and movement strategy that addresses congestion and assists in delivering sustainable growth;
- A Town Centre Action Area to manage a co-ordinated and comprehensive redevelopment and improvement of Banbury town centre; and,
- A 'green lung' to the town created from the enhancement of the canal and riverfront area together with a network of open spaces to improve the setting of the town and to address the shortfall of public open space, amenity and sports facilities

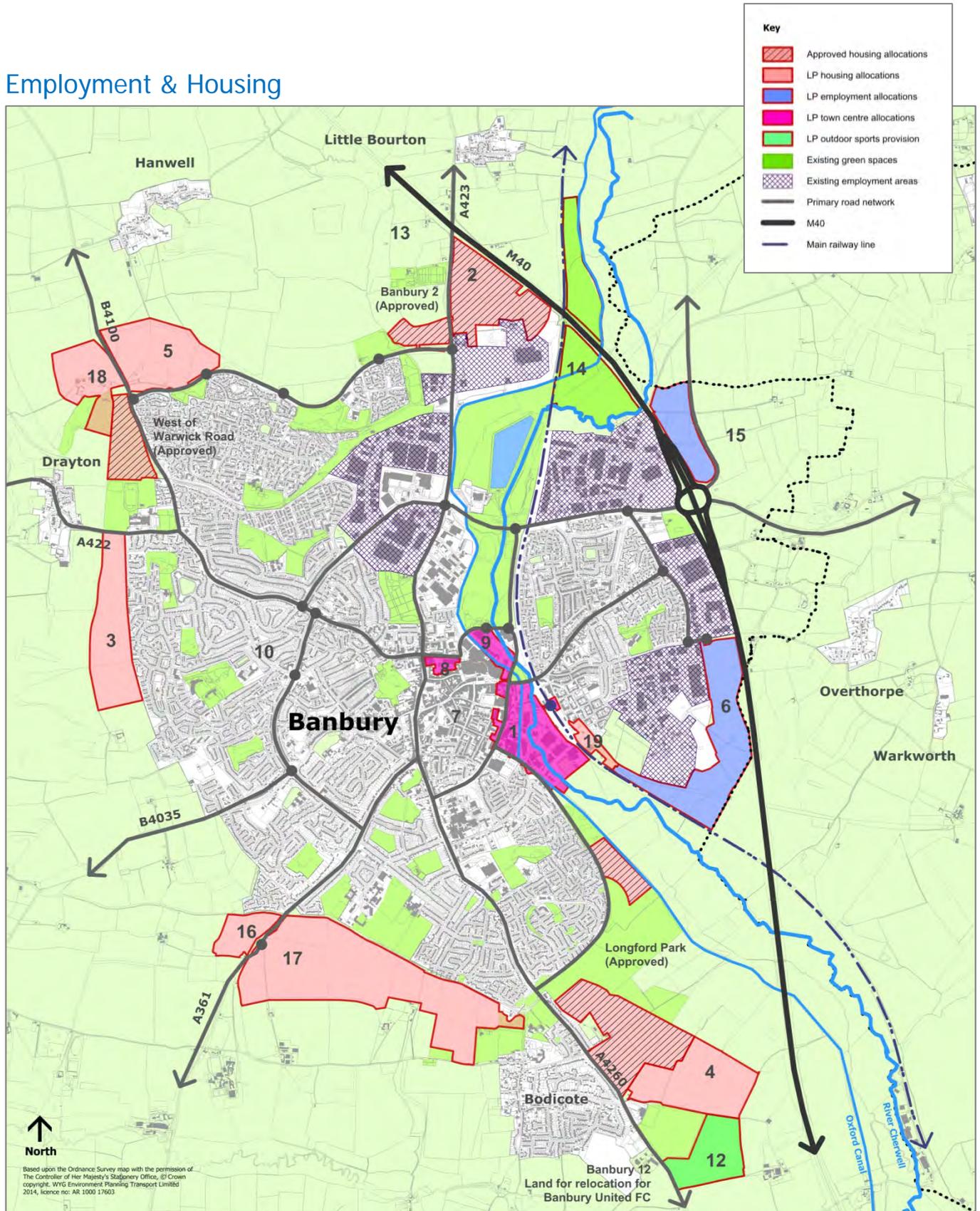


Oxford Canal



Parsons Street

Employment & Housing



IV. THE ECONOMY

The economic activity and employment rate in Cherwell has been significantly higher than regional and national comparators between 2008 and 2012, but the gap has narrowed in recent years³. Outputs are beginning to lag behind Oxfordshire LEP due to the lack of higher paid activities, exporting of higher skilled workers and falling levels of business start ups. This combined with the limited 'slack' in the labour market, recent losses of commercial floorspace and increased competition in the manufacturing sector could lead to the lose of higher value business activities.



Skills & training



Retailing

An improvement in economic activity is key to the long term sustainable development of Banbury. The strengths of a large working age population, low unemployment rate, skilled workforce, combined with high value added activities and enterprising population offer opportunities to increase economy activity.

Economic growth is targeted through: maintaining a strong manufacturing sector; diversifying into higher skilled and knowledge based opportunities; support for skills acquisition; and, by driving the engineering

economy through flagship sectors of motor sport and advanced engineering. This is delivered on: two new allocated employment sites; renewal of the existing employment areas; and, revitalisation of the town centre.

Growth can be enhanced by taking advantage of cluster opportunities such as; high performance engineering (HPE) at Silverstone; transport links on the M40 for logistics and food manufacturing; and, responding to higher value opportunities generated from the Oxfordshire Knowledge Spine.

Employment Sites

Banbury 1 – The redevelopment of the mixed use 20 hectares Canalside area located close to the town centre and railway station.

Banbury 6 – A mixed employment site of 35 hectares adjacent existing employment areas with good links to the motorway.

Banbury 7 – The strengthening of Banbury town centre.

Banbury 8 – The development of the Bolton Road site on the northern edge of the town centre alongside Castle Street.

Banbury 9 – The development of the Spiceball area located between the Spiceball leisure centre and the castle Quay retail development.

Banbury 15 – A new strategic employment site of 13 hectares located next to M40 junction 11 to deliver the planned growth in advanced engineering and knowledge based industries.

Existing employment areas, which will be reviewed to identify the potential of improvement and renewal through the designation of Employment Improvement Areas.

The supply of good quality land and buildings is only one part of the strategy to grow the economy. This needs to be matched with a greater investment in skills and training targeted, at the key sectors of advanced engineering, logistics, food production and retailing, which are vital for local businesses. The planned improvements to the railway station combined with planned network improvements and revitalisation of the town centre will bring opportunities to grow the independent retailers, SMEs and the professional sector.

A job and a place to live are the two basic components that underpin a sustainability community and provide the fuel for economic growth. A lower wage economy may also create issues for businesses seeking to attract staff to Cherwell, particularly if house prices are not also relatively low. The affordability of housing is a key relocation decision making factor; therefore the relationship between local wages and house prices will have significant impact on economic success.⁴

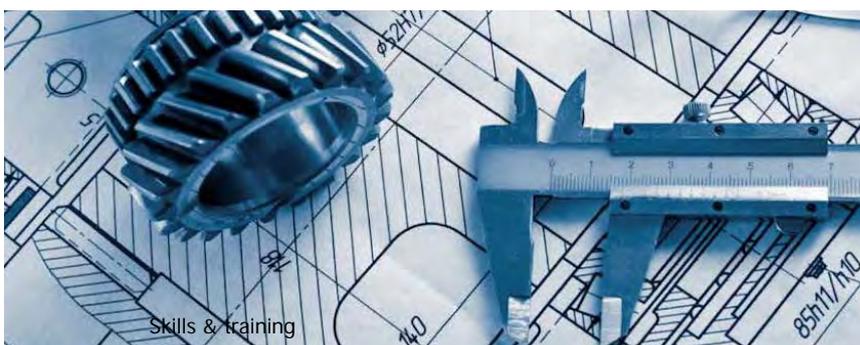
Cherwell Local Plan sets a requirement of 7,319 new dwellings for Banbury between 2011 and 2031, which includes strategic new allocations of 4,344 dwellings together with completed dwellings, permissions and windfalls. Increased housing supply will improve affordability and support economic growth.

town with the remainder forming part of town centre development sites. Affordable housing and housing mix is also set out in the Local Plan together with the area renewal of some existing communities.

One of the key strands of the strategy is to improve accessibility between the housing areas on the east of the town and the employment areas on the west. This is addressed through improved public transport services, which is discussed in greater detail in chapter 5.



New housing in Cherwell



Skills & training

The delivery of the new housing is well underway with a number of the allocated sites being developed with others in the detailed design and planning process. The majority of the allocated residential sites, shown on the Housing & Employment Masterplan, are around the periphery of the

V. TRANSPORT & MOVEMENT

Consultation by Oxfordshire County Council during the preparation of LTP4 identified traffic congestion as a major concern, which needs to be addressed together with transport solutions to manage the growth of the town. The environmental and physical constraints in and around Banbury, together with the canal, river and railway line running north-south through the town, make the delivery of a new strategic road networks difficult and expensive; and new innovative solutions need to be found.

Sustainable transport solutions are needed to enable people to move easily and cost effectively around the town, while enabling employers' access to labour, materials and strategic transport links. Some of the solutions can be implemented in the short term, while others will need to be examined in more depth before agreeing a preferred solution. Changes to transport networks and strategies for cars, public transport, walking and cycling will all play a role in delivering a future strategy.

Improve the transport networks into and through the town

Reduce congestion by a coordinated network strategy to improve junction capacity, signage and construct new roads in the following locations:

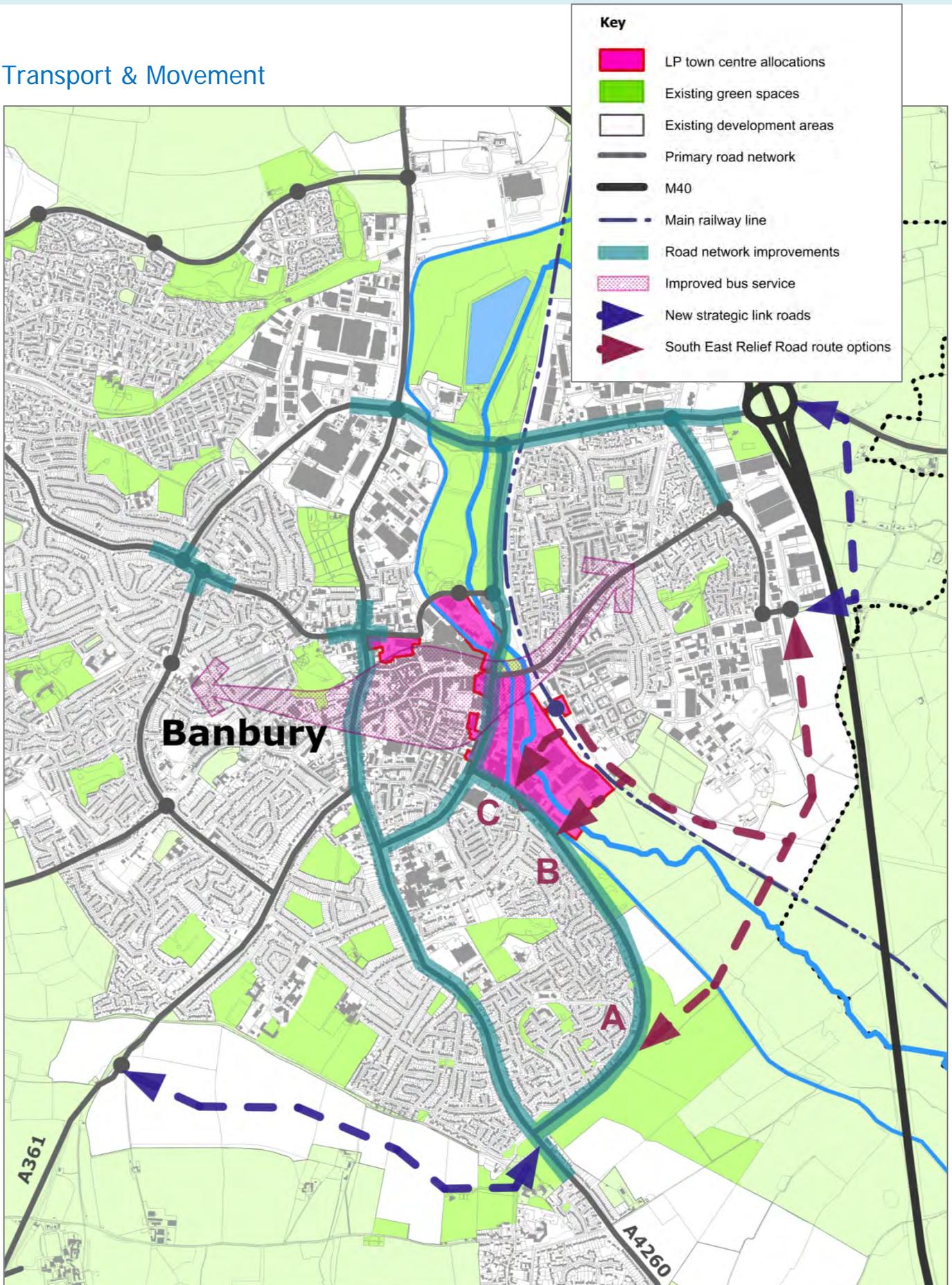
- Hennef Way and M40 junction 11 improvements.
- Identify preferred route for link road to the east of M40 junction 11 to connect onto Overthorpe Road.
- Work with developers to deliver the spine road through new residential development from the A361 to A4260.
- Improve the north-south route through the town centre from the junction of Hennef Way and Concord Avenue along Cherwell Street, Windsor Street and Bankside to the junction with the A4260 on Oxford Road.
- Junction improvements at Cherwell Street and Bridge Street, which will improve capacity, bus access to the town centre and pedestrian links to the railway station.
- Traffic management and environmental improvements along South Bar Street/ Horsefair corridor.



Cherwell Street/Bridge Street junction

The strategic transport solutions are illustrated on the Transport Solutions Masterplan and set out below. A number of the transport solutions are specific to the town centre and are discussed in more detail in the Chapter 6 - Town Centre.

Transport & Movement



Identify a new strategic route between the east and west of town

Consider the options for a new viable and fundable crossing of the railway, canal, and river to improve east-west access to the motorway. Three potential routes are identified on the masterplan:

- Route A – Through the Central M40 employment site, south across the railway line river and canal to connect to Bankside.
- Route B – Through central M40 employment site and then westwards to cross the railway line, river and canal along the boundary of the Canalside development area to connect to Bankside.
- Route C – Similar to route B but crossing the railway line close to and along Tramway onto Bankside.

Strengthen the connection between the town centre and railway station

Work with Chiltern Railways to agree a development strategy for the station and the connections into the road and pedestrian network of the Canalside development area.



View along Bridge Street towards the town centre.

- Open up Tramway as an access for cars into station car parks.
- Retain existing road access from Bridge Street for buses and taxis.
- Construct new pedestrian bridges across the Oxford Canal and River Cherwell as part of the Canalside development to connect the station to the town centre.

Increase public transport patronage

Identify network constraints and work with bus operators to achieve commercially viable services.

- Identify suitable bus routes into and through the town centre;
- Improve bus services between residential and employment areas;
- Relocate the bus station by considering a site for a new bus station or location of new bus stops and waiting areas.



Shared streets

Increase pedestrian and cycle activity

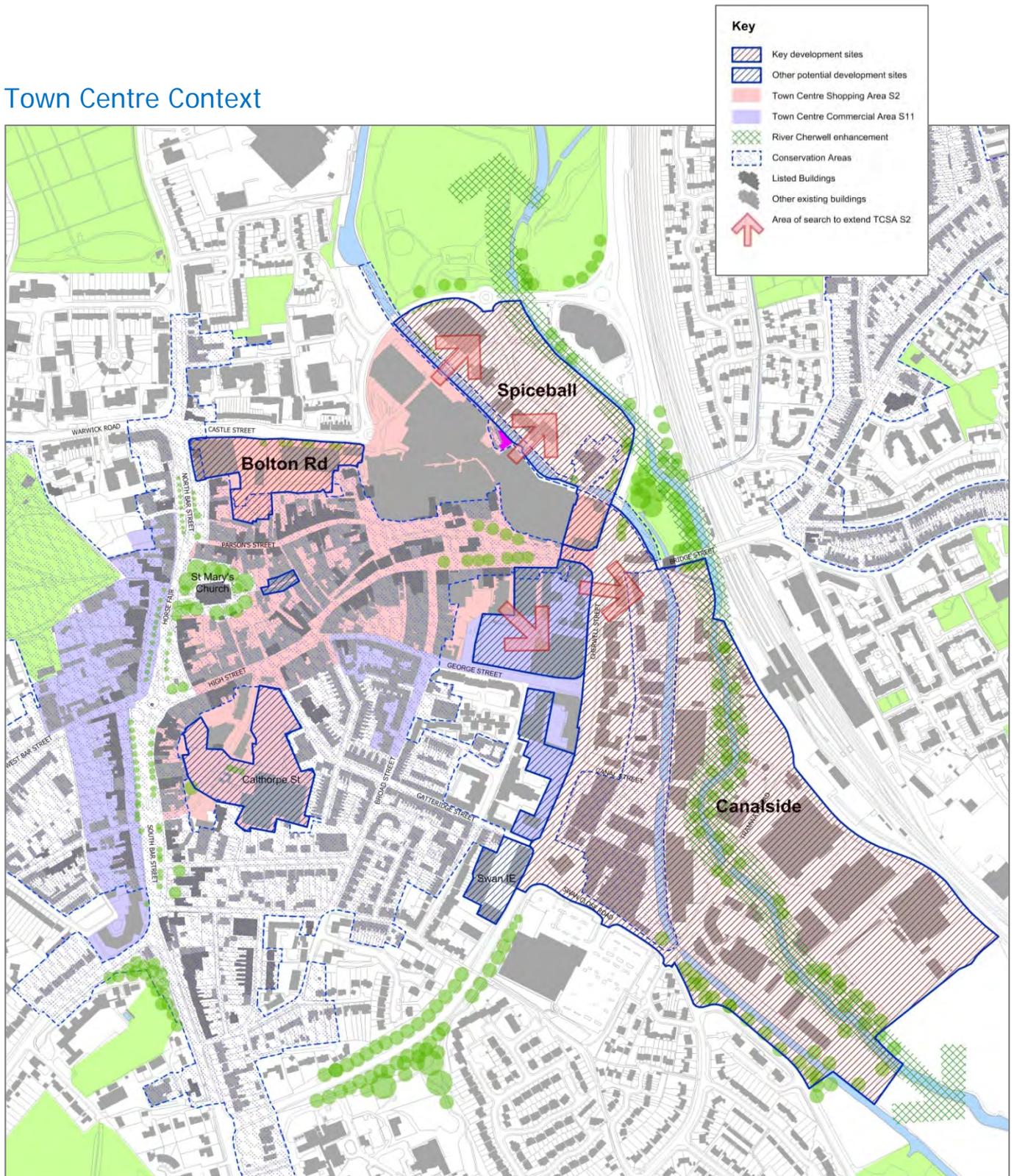
Audit existing routes and prepare an improvement strategy, which should be included as part of the Local Plan part 2.

Establish a car parking strategy

Undertake an audit of town centre car parks and prepare a Parking Strategy identifying the preferred location and number of car spaces and pricing policy. Set a pricing policy to encourage car parking during non-peak periods.



Town Centre Context



VI. TOWN CENTRE

Initiatives

The vision for Banbury includes a vibrant and attractive town centre. But with continued pressures from out of town retailing and internet shopping the future role and viability of the town centre, as in other towns, is being tested. To achieve the wider regional role set out in Chapter 3 - Banbury Future; the town centre must deliver an entertainment, cultural and leisure quarter, quality food retailing and new niche and speciality shops together with festivals and events. This should be complimented with improved access, an enhanced business and professional sector together with new town centre housing and improved community facilities.

To deliver a vibrant and growing town centre the interrelationship between development, activities and movements needs to be planned and managed. An action in one part of the town could have unforeseen implications on another part unless a holistic approach.

The potential scale of change is substantial and a planned and co-ordinated approach is needed for the redevelopment of the town centre. Small incremental improvements are welcome, but a longer term view is needed to ensure that the right decisions are made about the redevelopment of the town centre. A Town Centre Action Area managed by a Banbury Task Force can provide the joined up approach to deliver and manage change.

The key initiatives that will deliver a vibrant and attractive town centre include:

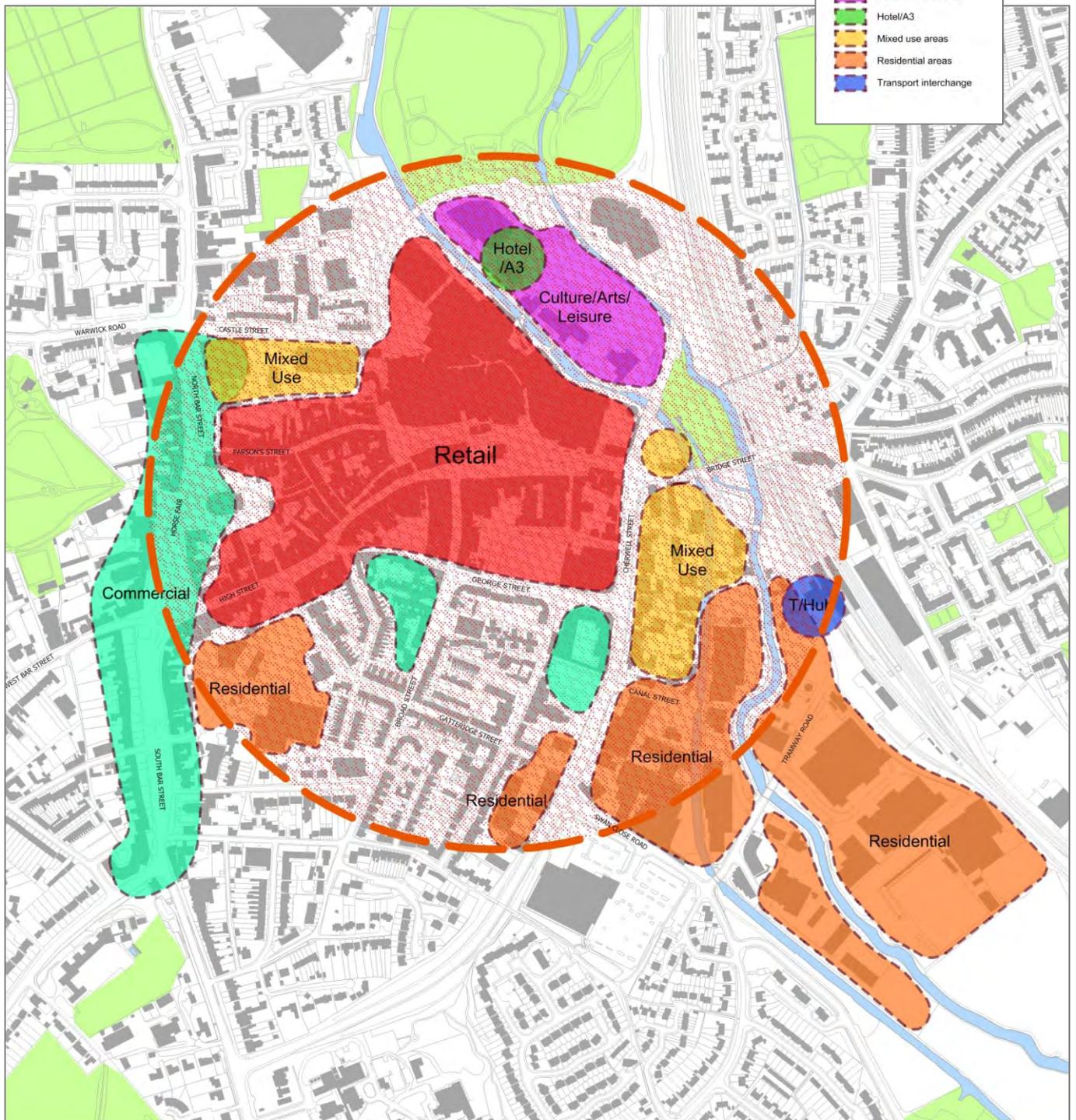
- Enhancing the town centre experience by: removing congestion; improving choice; increasing accessibility; creating great places; and, entertaining the visitors.
- Strengthening the town centre offer with new leisure, cultural, retail and social opportunities.
- Enabling the development of the two strategic town centre sites of Bolton Road and Spiceball.
- Regenerating underutilised sites and areas such as Canalside.
- Opening up vacant shops with temporary uses.
- Promoting a calendar of activities and events.
- Opening up the Oxford Canal to the town centre.
- Strengthening the connecting between the railway station and town centre.
- Improving bus services and access into and across the town centre.
- Encouraging housing development on appropriate sites within the town centre.

This chapter identifies the strategic vision for: town centre vitality; transport solutions; linkages and spaces; and, buildings and places before bringing them together for the key areas of Canalside, Spiceball and Bolton Road.



Potential for vibrant retail areas and new public

Town Centre Vitality



Vitality

The areas identified for change are substantial and a clear policy needs to be established to direct development to specific locations, which together with improved accessibility will increase the vitality and attractiveness of the town centre for all users.

Town centre retail activity is under threat from the growing trend in internet shopping and out of town retail sites. A number of national retailers have gone out of business or into Administration, creating job losses and empty shops that blight the retail area. This trend is likely to continue until a new sustainable role can be established for town centres, where retailing is part of a broader 'town centre experience'.

This cannot be achieved overnight and retailers, local authorities and land owners need to work together to increase the competitiveness, vitality and attractiveness of town centres.

The long term solution will require:

- Stakeholders working together on a common agenda;
- New planning policies;
- Actions to provide short term uses of vacant properties;
- Development of niche retailing;
- Development of a mix of uses to retain people in the area;
- A safe and attractive environment;
- An accessible town centre; and,
- A place to meet people and socialise.



Events & festivals



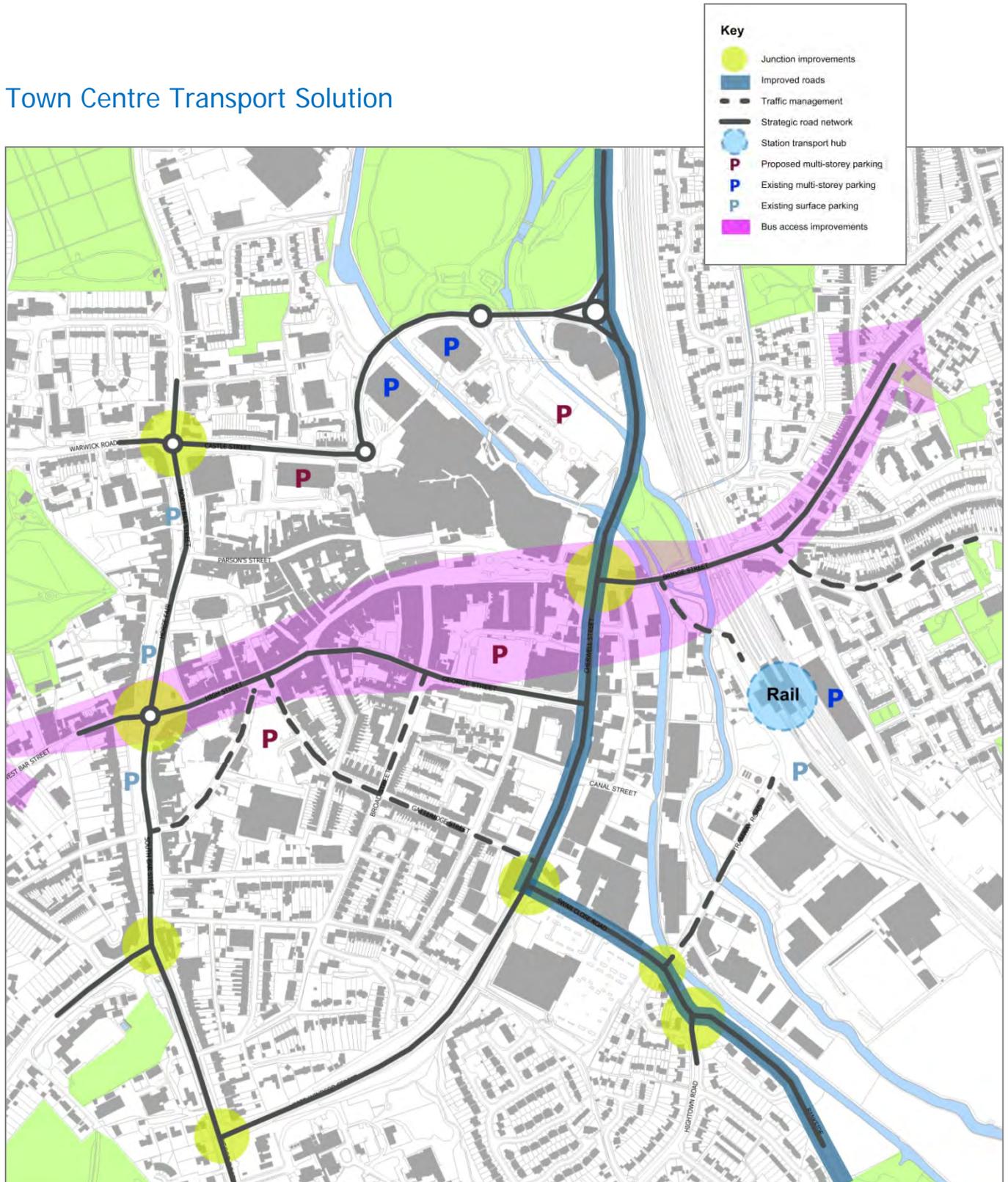
Food Markets

The Town Centre Vitality Plan identifies the preferred location for a range of uses, which work together to create an attractive and sustainable town centre. The key elements are:

- A leisure and cultural quarter on the Spiceball site;
- Enhanced retail opportunities at Castle Quay and Cherwell Street;
- Mixed use development of the Bolton Road site to support Parsons Street and the north-western quarter of the town centre;
- Mixed use and residential development in Canalside alongside a new riverside park; and,
- Enhanced public transport services and interchanges.

The plan shows the areas of the town centre that will change over time to support the growth, vitality and diversity of the town and its role in the wider region. This is reflected in Local Plan Policy Banbury 7, which will identify an extension of the Town Centre Shopping Area in Local Plan part 2. It is vital that the uses work together to enhance the town centre offer. The Town Centre Vitality plan is only one way of bringing the uses together. Behind the plan are the policies describing the type of place that Canalside, Spiceball, Bolton Road and the Town Centre should become and the role that each of them will play in achieving the growth and vitality of the centre.

Town Centre Transport Solution

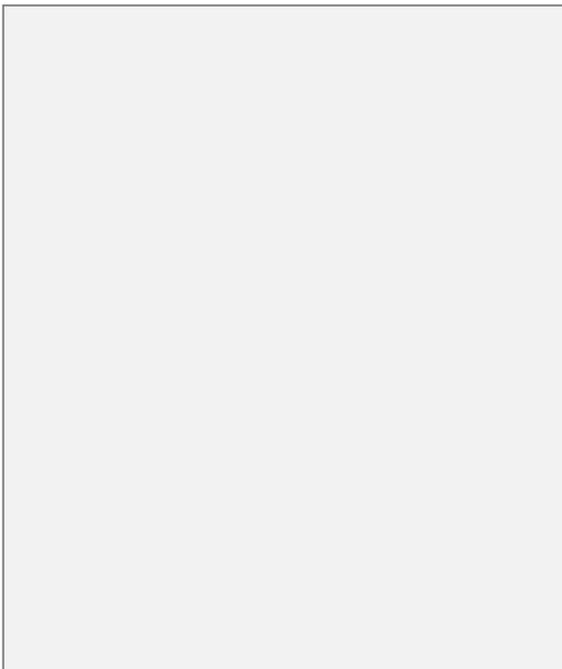


Transport Solution

The Town Centre Transport and Movement Plan illustrates the key actions that are needed to reduce traffic congestion and improve accessibility to the town centre. At the heart of the proposals is a substantial improvement to the Cherwell Street/Bridge Street junction, which will improve traffic flows, while at the same time increasing accessibility between the railway station and the town centre.

To reduce traffic congestion and manage growth requires a comprehensive six part movement strategy for the town centre to:

- Improve the transport networks into and through the town centre;
- Identify a new strategic road route between the east and west of the town;
- Connect the town centre to railway station;
- Increase public transport patronage;
- Increase pedestrian and cycle activity; and,
- Establish a car parking strategy.



Improvements to Cherwell Street

Improve the transport networks into and through the town centre

Reduce congestion by a coordinated network strategy to improve junction capacity, signage and roads in the following town centre locations:

- Junction improvements at Cherwell Street and Bridge Street, which will improve network capacity and improve pedestrian access across the road junction into the town centre. This will create an improved gateway into the town centre when linked with the development of adjacent sites.
- Traffic management and environmental improvements along South Bar Street/Horsefair corridor.
- Improved bus priority associated with all the network improvements to support a more commercially viable bus service.



Junction improvements at Oxford Street/Regents Street, London

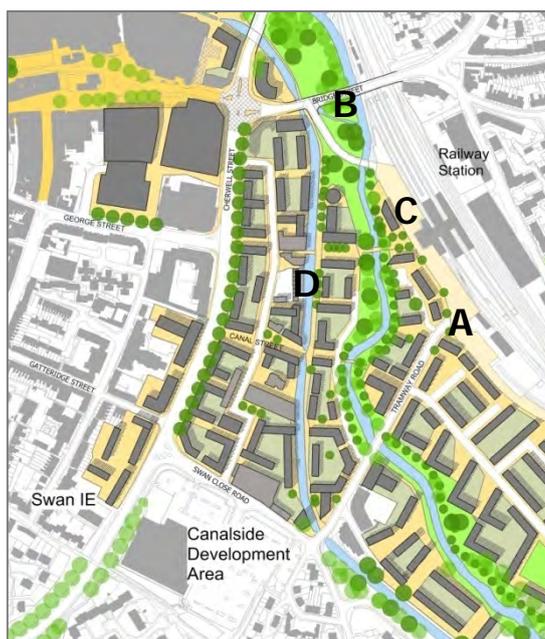
Identify a new strategic route between the east and west of the town

Chapter V identifies three strategic route options for a new road crossing the railway, canal and river, which will improve east-west access across the town and on to the motorway. It will have a beneficial impact on the town centre by providing an alternative route for traffic that currently uses Cherwell Street and Bridge Street.

Connect the town centre to railway station

Work with Chiltern Railways to agree a development strategy for the station and the connections into the road and pedestrian network of the Canalside development area.

- **A** - Open up Tramway as an access for cars into station car parks and remove this traffic from Bridge Street.
- **B** - Retain existing road access from Bridge Street into the station for buses and taxis. Consider option for bus access into Tramway.
- **C** - Improve the setting and character of the public realm of the station forecourt.
- **D** - Construct new pedestrian bridges across the Oxford Canal and River Cherwell as part of the Canalside development to connect the station to the town centre.

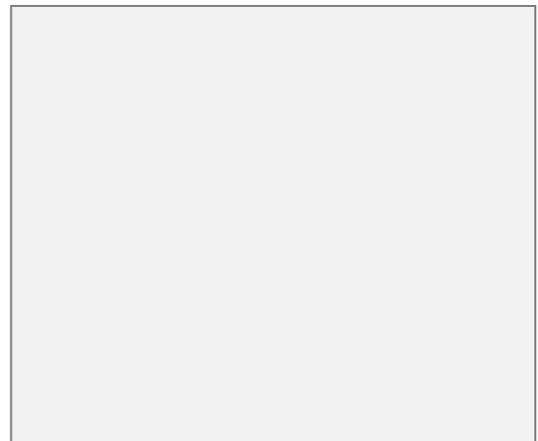


Canalside and station area

Increase public transport patronage

Identify network constraints and work with bus operators to improve services.

- Identify suitable bus routes into and through the town centre and bus priority measures to ensure reliable bus journey times
- Improve bus services between residential and employment areas;
- Relocate the bus station and identify site for new bus station or location of new bus stops and waiting areas.



Improved bus access into town centre

Increase pedestrian and cycle activity

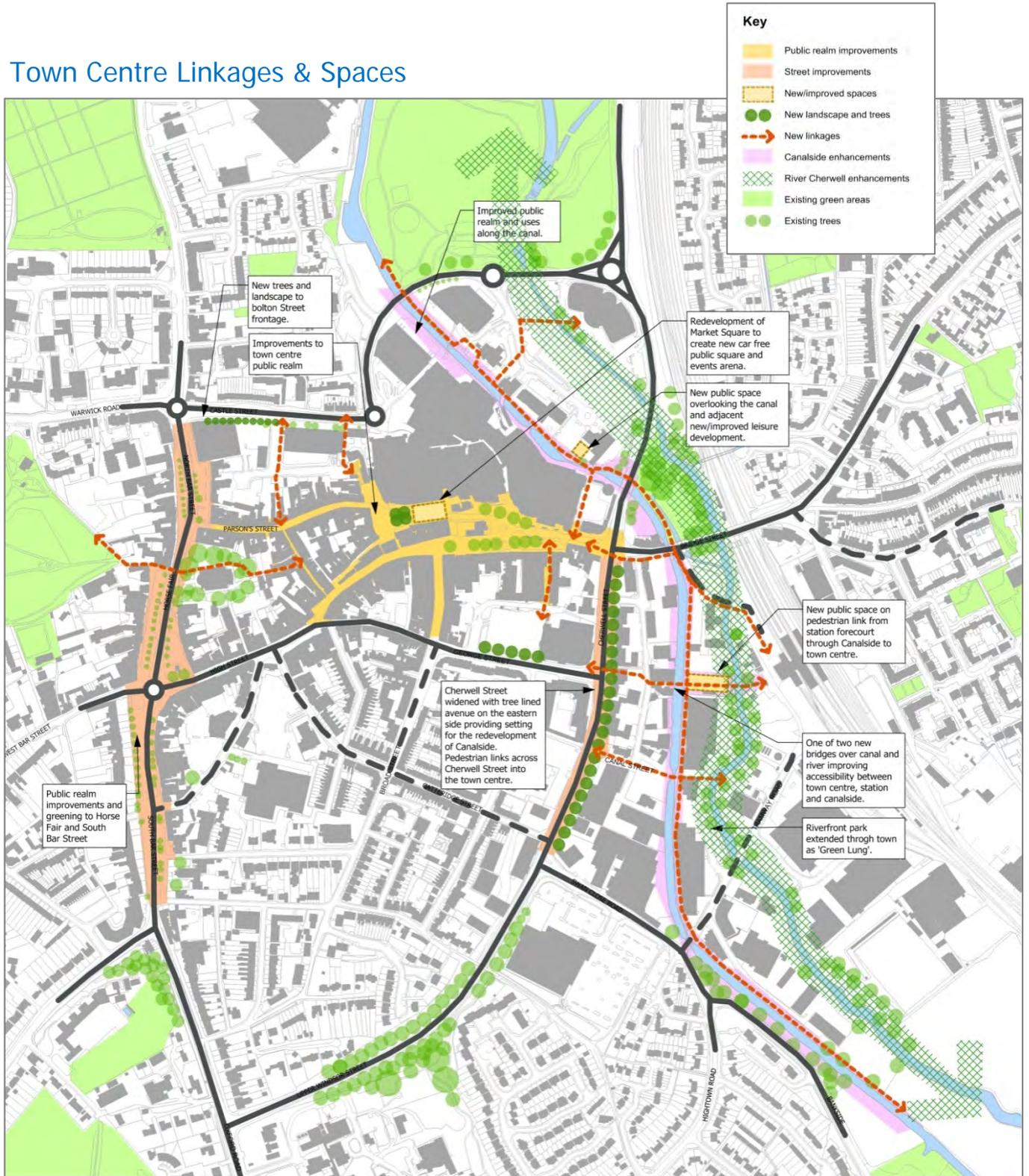
Audit existing routes and prepare improvement strategy, which should be included as part of Local Plan part 2.

Establish a car parking strategy

Undertake an audit of town centre car parks and prepare Parking Strategy identifying preferred location and number of car spaces and pricing policy. Set a pricing policy to encourage car parking during non-peak periods.



Town Centre Linkages & Spaces



Linkages and spaces

The spaces between buildings provide the arteries that connect the town centre activities together. It is important that they work well, are not congested, and provide the setting to complement the town and add value to the town centre experience. They are an essential part of creating a distinctive, attractive and vibrant town centre.

Banbury has some great places, but overall the quality of the public realm needs to be improved and new places added to support the revitalisation of the town centre. All new development in the town centre should include good quality public realm and pedestrian linkages along key routes. The centre also needs to be 'greened' with more street trees and the canal towpath improved and reconnected into adjacent development.

Cherwell Street has the potential to become an attractive tree lined boulevard that can manage traffic growth and at the same time provide an attractive environment with improved pedestrian connectivity between the town centre and the railway station. This can only be fully achieved with the redevelopment of Canalside and the release of land for road and public realm improvements. The development of Canalside will provide a new urban edge to the street and a gateway into the town.

as part of this strategy, and also reviewed for the whole town centre.

New public squares should also be included in the Canalside development, on the route to the railway station, and as part of the Spiceball development next to the canal, either alongside the theatre or the new link between Castle Quay and Spiceball Leisure Centre.

Public art is an important way of providing distinctive public realm that is relevant and celebrates the history, people or events of the area. A new bridge over the canal in Canalside could be combined with public art similar to the bridge in Bristol Harbourside.



Bridge in Bristol Harbourside

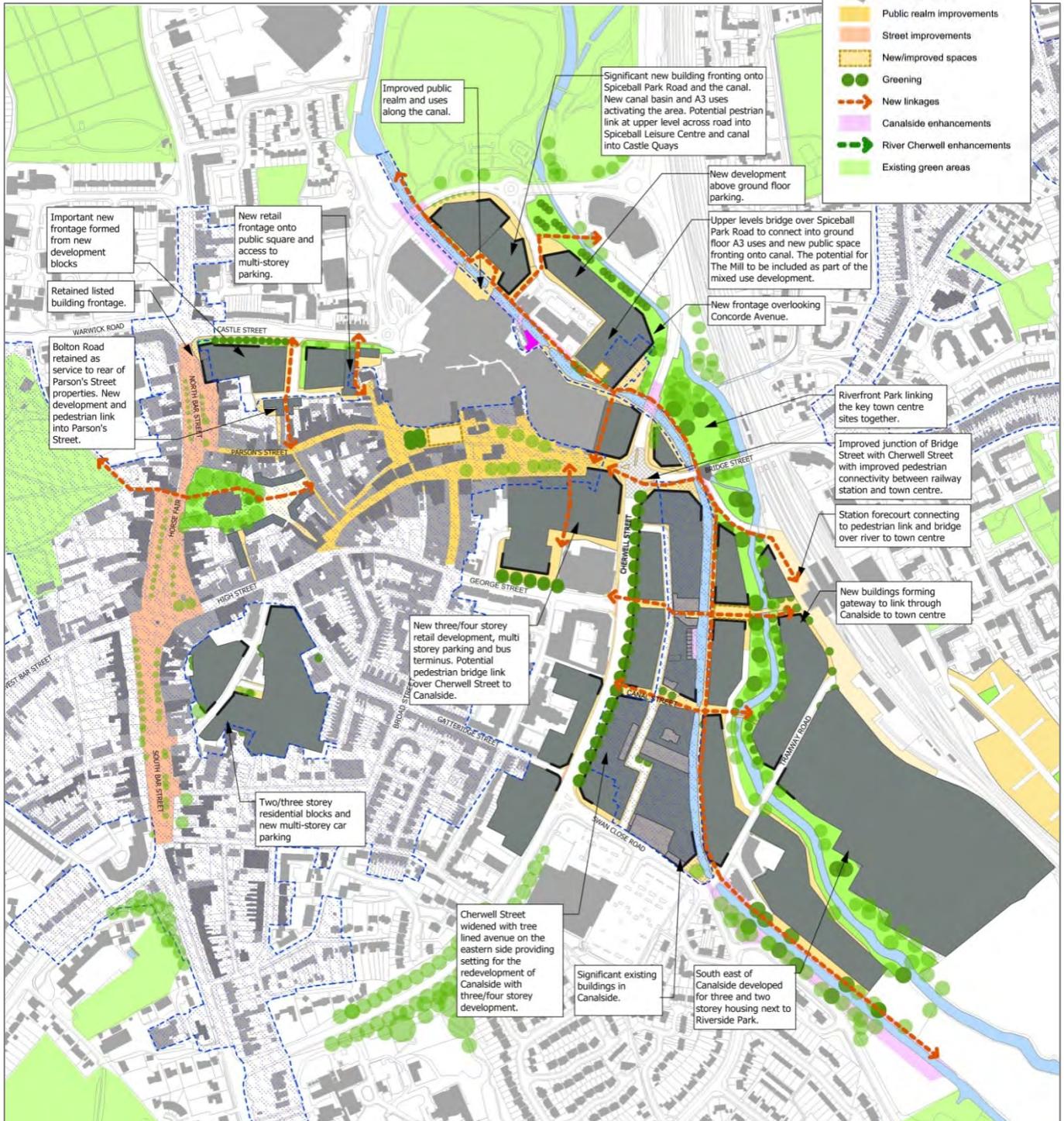
The Linkages and spaces masterplan illustrate the locations of new and improved public realm, greening of the town centre and new or improved linkages.



Active waterside in Bristol

The car parking in Market Square should be removed and the space regenerated as a new public square, performance space and place for visiting markets and events. Licensing of external spaces, adjacent cafes, restaurants and pubs should be considered

Town Centre Buildings & Places



Buildings and places

This section identifies the strategic urban design principles for the new buildings in the town centre. This is part of the comprehensive strategy for the centre including the proposals for town centre vitality; transport and movement; and, linkages and spaces. The Town Centre Buildings and Places Plan illustrates in dark grey the new building blocks that could be constructed as part of the regeneration of the key town centre development sites. The scale of new development is substantial and combined with the improved road network and public places transforms Banbury into a vibrant regional destination with a wide range of activities and services.

Some areas of the town centre have a charming character with street trees, historic buildings and interesting places. New development, or redevelopment of existing buildings, should have regard to the contribution they can make to the conservation area and listed buildings. New proposals should have particular regard to the existing street patterns and urban framework; and, should also respond to the architectural context, materials and local features of the area.

Appendix I provides further details of development strategy for the three key development sites in the town centre.

Spiceball development Area

Create an attractive urban and landscape gateway into the town with improved connectivity to the town centre and enhancement around the canal. The comprehensive development of the multi-storey car park and adjacent General Foods Sports & Social Club building with key frontages onto the canal and Cherwell Drive. The development should provide greater activity and vitality along the canal and consider the potential for a new canal basin and improved links across development into Spiceball leisure centre.

The existing surface car park should be redeveloped for leisure uses over a new multi-storey car park. The design should consider the potential for a first floor link across Spiceball Park Road into a new cultural arts/performance development, fronting onto the canal and to include The Mill. Consideration could also be given to widening the development area to include the adjacent canalside residential development and Banbury Museum.

A significant new public place should be provided alongside the canal with A3 uses, public art and attractive landscape.

The Mill



View towards Castle Quay from Spice Park



Canalside development area

The Canalside development area is substantial and strong planning and urban design polices will be required to deliver a place of quality, distinction and lasting charm that connects the railway station, the canal and river to the town centre.

The key urban design principles include:

- Significant new three and four storey buildings frontage along a widened Cherwell Street public realm and street trees.
- Significant buildings between the Oxford Canal, Bridge Street and Cherwell Street forming a gateway and link between the town centre and the station. Buildings set back from existing frontage to create wider public realm.
- Existing street pattern maintained between Cherwell Street and the Oxford Canal with locally important buildings retained where possible.
- Green the central area between the river and Oxford Canal and extend the riverside park through the town. Provide a new public square between the station and new link into the town centre at George Street.
- South-eastern side of Tramway to be redeveloped for 3 storey townhouses and apartments.
- Redevelopment of 67-75 Bridge Street as part of the gateway between the town centre and railway station; including improved frontage onto Oxford Canal and the riverfront park.



Oxford Canal and Bridge Street

Cherwell Street and the town centre

The eastern side of Cherwell Street between George Street and the Oxford Canal should be improved to provide an improved gateway into the town. The retail area could be extended southwards from Bridge Street to George Street to include a new three/four storey mixed use retail development and multi-storey car park with residential on upper floors.

The existing surface car park outside Matalan could become a new bus terminus, which enable the existing bus station to become part of an expanded Castle Quay development and improved access to the canal.



Bus Station

Bolton Road area

Redevelop the area to create an intensification of uses; improved frontage along Castle Street; access into Parson's Street; and, synergy with the town centre retail area.

The key urban design principles include:

- Bolton Street site split into two areas (west and east) by a new road providing access to development sites, car parking and rear service areas on Bolton Street.
- The eastern area to provide new multi-storey car park and retail units fronting onto Cornhill public space next to The Beer Tree public house. Entrance and exit to multi-storey car park to be located next to the Cornhill.
- Cornhill link extended northwards across Castle Street to improve town centre accessibility.
- Bolton Road retained for service access to rear of Parson Street properties.
- The western area developed for mixed-use with listed building retained as part of the development.
- Buildings set back from Castle Street to create a landscaped area and improved frontage for the new development.
- New pedestrian link through one of the archway buildings on Parson's Street, with potential for building on Bolton Street connecting through to Parson's Street.



Bolton Road

Swan Industrial Estate area

Improvements to the frontage along the western side of Upper Windsor Street with the relocation of industrial development to out of centre employment areas and the redevelopment of Swan Industrial Estate for residential use.

Calthorpe Street Area

Increase the density of development on this site: with the relocation of inappropriate uses; the intensification of car parking; and, introduction of new residential development. This should be undertaken as part of the review of town centre boundaries and new car parking strategy.

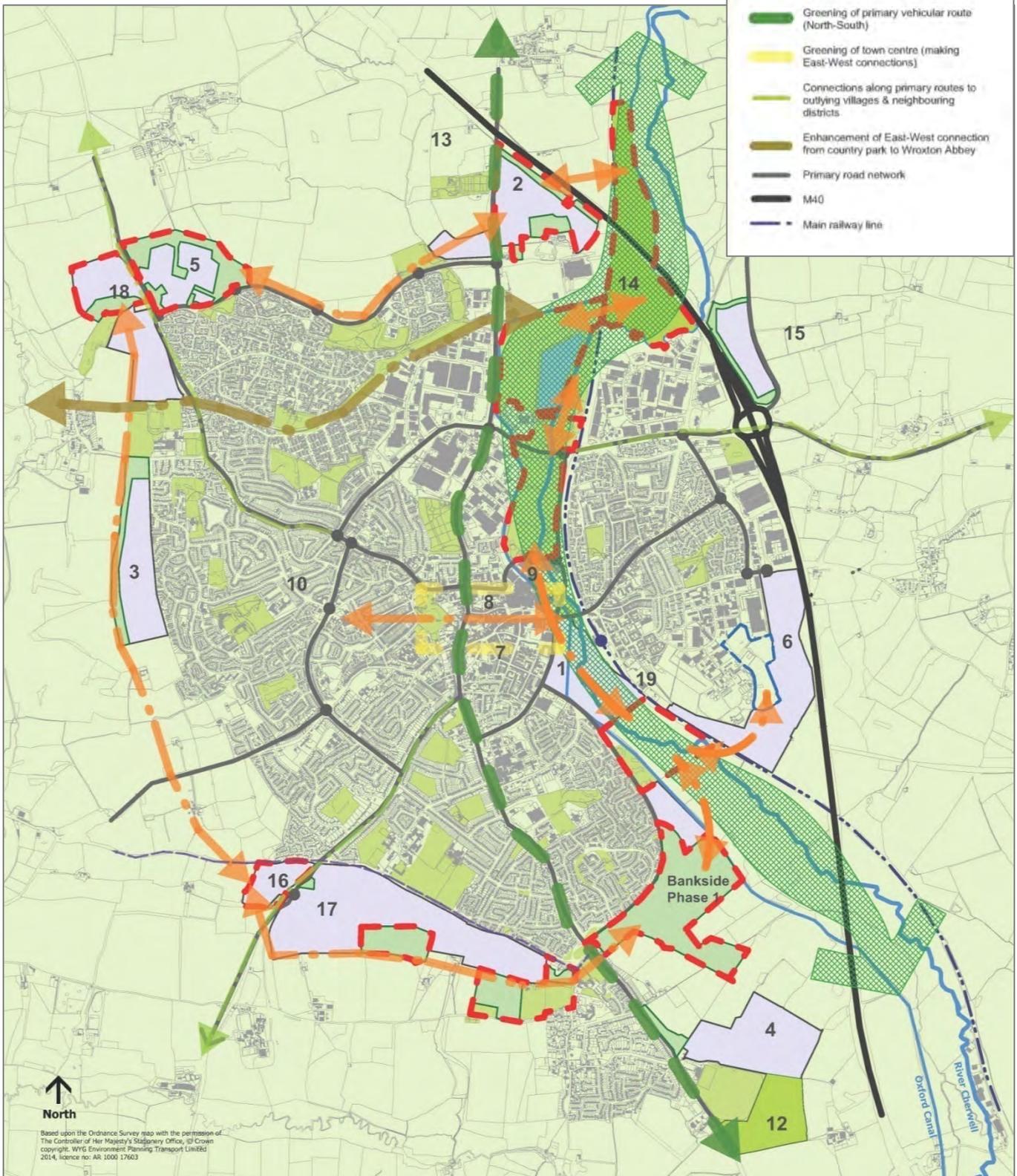


St Marys Church area

St Marys Church is a significant building in Banbury and plays an important role in the life of the town. It has a number of large mature trees alongside Church Walk which continues into White Lion Walk and Church Lane. An improvement strategy could include:

- Improving the setting of the church by management of the tree canopy to provide more sunlight.
- Redevelop buildings along White Lion Walk and adjacent areas.
- Work with businesses to reduce car parking in the area and identify areas for redevelopment.

Environmental Masterplan



VII. THE ENVIRONMENT

The quality and character of the environment is a part of what creates that sense of place that unifies towns and sometimes makes them memorable. A good quality and attractive environment is essential to delivering the Banbury Vision and is the glue that holds all the initiatives together. It provides the setting for daily life and enables a healthier lifestyle with better links to open space and sports facilities.

The environment in Banbury needs to reflect the aspirations set out in this vision. The quality of the environment needs to be improved by providing:

- A north-south green lung that improves access to the town centre and opens up the canal and river;
- New public spaces and green links connecting the neighbourhoods together;
- Attractive gateways in to the town;
- A richer more diverse bio-environment; and,
- New open space and amenity areas to serve the needs of residents.

This will create a more attractive and better connected, green and healthy place with a richer bio-environment less reliant on limited earth resources.

There is a deficiency of open space within the town, but the quantum of the deficiency is unknown. The Environmental Masterplan is aimed at starting to address the deficiency and should be reviewed and evolved following the update of the existing Green Space Audit.

The Environment Masterplan identifies core principles for the enhanced connectivity of the existing green infrastructure of the town alongside the development of new assets.

To deliver a unified multifunctional resource a series of strategic environmental enhancements should be made, which include integrated cycle and pedestrian networks:

- An improved interface between Spiceball Park and the canal/river green lung linking with the town centre. This should be delivered as part of the town centre enhancements and form a fundamental part of any development proposals. Development within Spiceball Park has already been commenced by Wildlife Trust and should be used as a catalyst to push forward further development.
- The continued development of the country park extending the green lung to the north of the town connecting the urban fringe with the rural hinterland beyond. Management of the country park should be carried out in association with the surrounding environmental resources rather than in isolation in order to achieve the full potential of the park.
- Greening of the town centre retail area improving east – west connectivity from Peoples Park to an enhanced green lung along the river/canal corridor.
- Greening of the primary north – south vehicular route along the South Bar Street/Horsefair corridor in conjunction with improved traffic solutions to ease congestion in these areas.
- Development of a new green linkage along the south edge of Banbury 17 connecting new development and associated open space at Banbury 16 and Bankside Phase 1. Development of open space within these areas must be underpinned by successful connectivity for the collective benefit to be realised.
- Connection of Salt Way to the improved north – south green lung along the canal/river corridor.
- Improved cycling and walking routes should be provided radiating from the town centre to satellite settlements encouraging the adoption of alternative transport methods and easing the existing pressure on the road infrastructure.



- Development and management of the existing east west connection along the dismantled railway line to assist in the integration of the country park into the existing green network.

Alongside the above strategic enhancements there are a number of specific facilities identified for improvement within the town:

- Facilities at Wood Green Leisure Centre;
- Facilities at Moorfield Park, Grimsbury; and
- The development of Bridge Street Park and Peoples Park from transitional spaces to target destinations encouraging a higher level of use.

In order for the successful delivery of a truly multifunctional resource and the improved biodiversity of the existing open space provision a holistic approach to the design and long term management of open spaces within Banbury must be adopted.

In summary, the green space network within and around Banbury should be maintained, managed and enhanced as a unified multifunctional resource to deliver the true environmental, social and economic benefits required by the residents of Banbury.

VIII. PEOPLE

The public sector can provide the vision; the private sector the investment and entrepreneurship; and, the people of Banbury the energy to deliver the planned economy growth. But the people need to be supported with improved skills, facilities and local services to enable them to play a full role. Areas of deprivation need to be continually addressed and life chances improved.

Education & Training

Improved skills are vital to deliver the economic vision. Banbury needs enhanced education and training services; and, access to a larger number of apprenticeships. This will enable the workforce to compete for the targeted increase in higher paid jobs outlined in the Economy chapter.

Housing

The increase in housing supply identified in the Cherwell Local Plan will provide a range of private and affordable housing sites throughout Banbury. This will improve housing choice and should contribute to a more affordable housing market, as housing availability increases to match market demand.

Environment

A good quality and safe environment will provide the right setting for an improved lifestyle. It will provide more attractive places and amenity spaces in the town and add long term value to the character of Banbury.

Brighter Futures Partnership

Brighter Futures in Banbury is a targeted, long term programme of work to increase life chances and address health inequalities within the three wards of Ruscote, Neithrop and Grimsbury and Castle, which rank amongst the 20% most deprived in the country. The aim is to break the cycle of

deprivation, which will be different for each individual. This programme is an important part of the wider Banbury vision and recognises that individuals have diverse needs covering issues around health, skills, access to services, housing and financial stability.

Community facilities and services

The Future Banbury is a place of opportunity with a full range of, social, amenity and community facilities and services available for local people. It is a place with good job opportunities and in your spare time a great place for shopping, sports, leisure, cultural and arts activities.



IX. DELIVERING THE VISION

The vision for Banbury requires the support of many public sector organisations and active engagement with the private sector. It needs to be delivered by ONE team with strong leadership to drive through the actions and achieve the planned growth. Scarce public sector resources need to be targeted to gain maximum benefit and the leverage of private sector investment.

The vision is about 'promoting opportunities' as well as creating a 'place for opportunities' to be realised. The public sector can do much to address constraints, set new policies and prepare the ground for investment, but it should also be setting the conditions to create private sector investment confidence while addressing the needs of local people.

Delivering the vision is about:

- Providing the leadership and governance;
- Funding the action plan;
- Managing who does what and when; and,
- Reviewing and refining the process to address funding and market factors.

Initiatives and Actions

The six strategic objectives that combine to form the vision are delivered through a set of initiatives, which in turn are formed from a set of public sector actions. The actions range from: promotional activities; commissioning studies; improving the public realm, road network and junctions; using CPO powers to acquire land for development; engaging in a proactive way with land owners and developers; and, working with others to deliver the long term vision.

The table of initiatives and actions in Appendix II identifies: short; medium and long timescales for delivering the actions. The actions are diverse, ranging from: policy initiatives; infrastructure provision;

promotional activities; the delivery of services; and, investing in people. Together they form a coordinated set of actions that work together to deliver change. The broad target timescale need to be reviewed in detail as part of the Action Plan

Leadership

Strong leadership is required to deliver the changes in Banbury. One individual should become the champion of change and tasked with leading a multi-organisational team to establish and deliver the vision. This is an important role and will require a high level of visibility to start the process of renaissance in Banbury and good management skills to meld the diverse team together.

The new champion should become the Chief Executive of and report to the Banbury Task Force, a new multi-organisational team formed from officers and members of the key stakeholder organisations. A small permanent team of dedicated staff should provide the day to day management and delivery of the actions, under the overall management of the Chief Executive.

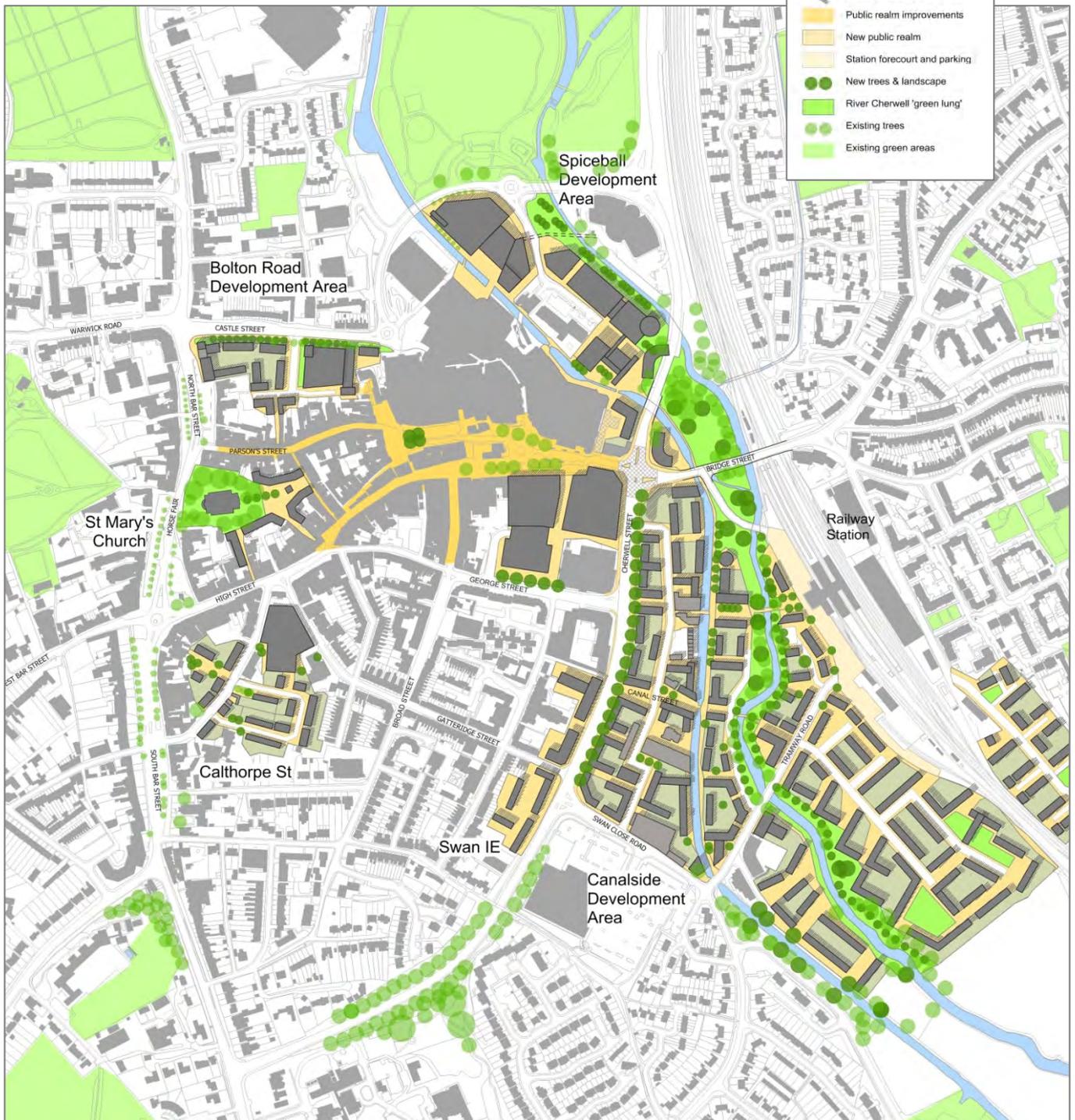
Funding

The public sector will take the lead using targeted funding to secure maximum benefit and lay the foundations for economic growth delivered through private sector investment. The broad cost of the public sector investment over a five year period is £30 to £40m, which includes approximately £25m for strategic infrastructure funded through CIL or transport grants.

The target is to lever in the maximum level of private sector investment for every £1 invested by the public sector.

One of the first actions of the Banbury Task Force will be to secure a portfolio of funding from DCLG, Homes & Community Agency; LEPS, OCC and CDC for a five year period.

Illustrative Masterplan



Key

- New buildings
- Locally listed buildings
- Existing buildings
- Public realm improvements
- New public realm
- Station forecourt and parking
- New trees & landscape
- River Cherwell 'green lung'
- Existing trees
- Existing green areas

X. APPENDIX I

Canalside Development Area

Canalside is a strategic site, which has the potential to have a profound effect on the long term vitality and attractiveness of the town centre. It is located between the railway station and the retail heart of the town, but is separated from it by the busy Cherwell Street. The development area extends to approximately 20 hectares and includes land to the east of Cherwell Street and to the north of Bridge Street. It has the potential to play a vital role in enhancing activity in the town centre by the relocation of traditional employment uses to more appropriate sites and developing the land for residential and related town centre uses. It can also play an important role supporting the planned investment in the railway system, by improving connectivity between the station and the town centre and by providing development opportunities next to the station.



Canalside can become a vibrant, modern, mixed-use quarter containing residential, office, commercial and retail uses. The site has the potential to provide up to 800 new homes and 15,000 sq m of other uses.

There are significant movement issues to be addressed in the development of Canalside, which must improve connectivity and reduce existing traffic congestion. Cherwell Street should be widened into an attractive tree

lined avenue that is suitable for traffic and pedestrian activity. It must be able to manage increased levels of traffic, but also provide improved pedestrian connectivity at Canal Street, George Street and Bridge Street to connect the railway station into the town centre. The Bridge Street junction will require significant modification to improve traffic management and connectivity.

The railway station is served by a multi-storey car park to the north-east of the railway line and a surface car park on the south-west. The existing road from Bridge Street to the station should be retained and used for taxis, buses and customer drop off. Tramway Road should be extended to access the station surface car park, which will reduce the amount of traffic using Bridge Street.

The masterplans illustrate:

- A significant new building for mixed-uses on the corner site between Cherwell Street, the canal and Bridge Street.
- New buildings on the southern corner of Bridge Street and Cherwell Street to provide active frontages and an attractive and legible link from the railway station to the town centre.
- Tree lined avenue on the east side of the widened Cherwell Street providing an attractive pedestrian area.
- Cherwell Street – a new mixed-use street with active frontages of three and four storey buildings providing an attractive urban edge of quality buildings.
- A new riverside park alongside providing an attractive setting and amenity area for the new developments.
- Enhancement to the canal and towpath as a main link through the development with active frontages and mixed use.
- Existing buildings of historical importance retained where possible within the development.
- Two new bridges over the canal and river to improve accessibility.



Canalside is a diverse area with a wide variety of businesses and uses. It is rich in history and will require a sensitive approach to redevelopment. The process of change will take time and include consultation with all those working and living in the area. The Banbury Task Force will need to set the masterplan, promote change, invest in infrastructure and enable the development. This will involve the relocation of existing business, to enable the comprehensive development of the area, and the possibility of CDC using compulsory purchase powers to bring the different land parcels together ready for development by the private sector.

Concerted public action is required to realise the potential of this area. A number of technical, planning and design studies will be required to coordinate the comprehensive development of the area. One way forward may be the phased development of individual parcels of land, based upon an overall masterplan and development brief. Alternatively a joint venture with a private sector partner, supported by an element of public sector funding, may provide a better solution.

Key actions include:

- Prepare a baseline report of the existing utilities, environmental, flooding and landscape constraints;
- Prepare a Development Brief that develops the principles set out in this masterplan and is deliverable and fundable;
- Commission a Business Plan to identify the delivery mechanisms and the level of any public sector investment that may be required;
- CDC to confirm that it will, if required, use CPO powers to bring together the development parcels;
- Work with the land owners and identify one or more development partners who shares the vision for this site and will work with CDC and OCC to deliver the scheme; and,
- CDC will identify suitable land and premises in Banbury for the relocation of existing business and will work with those businesses to facilitate their relocation.

Spiceball Development Area

The Spiceball area is located between Cherwell Drive on the north, Concord Avenue (A4260) on the east, and Oxford Canal on the south-east. It contains the Spiceball Leisure Centre, multi-storey and surface car parking, The Mill Theatre, Chamberlaine Court residential home, Banbury Museum and General Foods Sports and Social Club. All the existing development is accessed from the roundabout on Cherwell Drive.

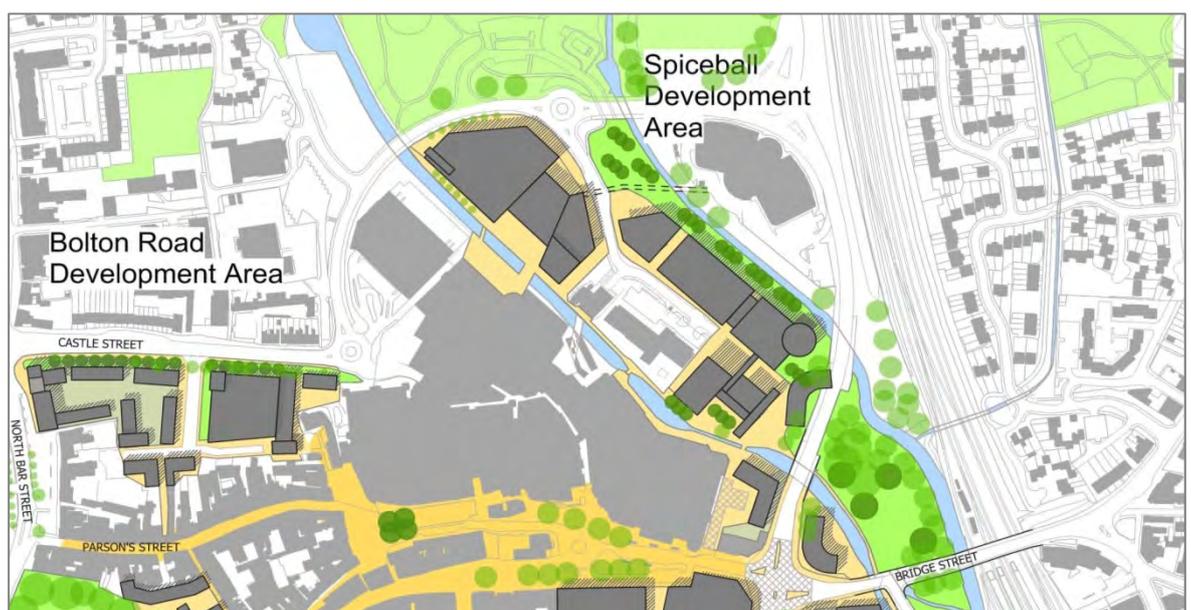
The area around the canal is a missed opportunity to focus development on the amenity and boating activity on the canal. It is one of the major assets of the town, with the boats providing an attractive and ever changing scene. The development of this area needs to address past mistakes and focus development and activities along the canal. A new canal basin should be considered as part of the comprehensive development of the area.

To enhance the regional role of Banbury and to build upon the assets, the area should be developed as a leisure, entertainment and cultural quarter with improved links into the town centre. New development should respond to the asset of the canal and the

proposed riverside park, which continues south into Canalside.

The masterplan illustrates:

- The existing multi-level car park to be redeveloped to provide food retailing in addition to car parking and linked across the canal into Castle Quay;
- General Foods Sports and Social Club site developed for landmark building with A3 uses on ground floor opening out onto new canal basin and hotel on upper floors.
- Surface car park site developed as entertainment leisure uses on upper floors over two storeys of car parking.
- Northern part of site could be used as expansion for Spiceball leisure Centre.
- The surface car park to the north-west of The Mill to be developed as ground floor A3 uses opening out onto the canal side with escalator access through atrium into the upper floors of the adjacent entertainment building and ground floor access into The Mill.
- Car parking numbers to increase from the existing numbers to serve the new developments and existing users.



- The Mill to be redeveloped with new arts performance spaces.
- Extend Castle Quay development onto the existing Bus Station land and improve pedestrian accessibility between the town centre and the canal.

This proposal could accommodate a number of different options dependant on public sector funding for new cultural/arts and leisure buildings. An alternative development option could include:

- General Foods Sports and Social Club site developed for landmark building with A3 uses on ground floor opening out onto new canal basin and new arts performance space on the upper floors
- Surface car park site developed as entertainment leisure uses on upper floors over two storeys of car parking.
- Northern part of site could be used as expansion for Spiceball leisure Centre.
- The surface car park to the north-west of The Mill to be developed as ground floor A3 uses opening out onto the canal side with escalator access through atrium into the upper floors of the adjacent entertainment building.
- The Mill to be redeveloped for hotel use.

To deliver the Spiceball development Cherwell District Council and Oxfordshire County Council should undertake the following actions:

- Prepare a deliverable Development Brief that develops the principles set out in this masterplan;
- Prepare a baseline report of the existing utilities, environmental, flooding and landscape constraints;
- Identify a development partner who shares the vision for this site and will work with CDC and OCC to deliver the scheme; and,
- Identify the availability and timing of public sector finance.



Bolton Road Development Area

The Bolton Road development area is located on the north-west corner of the town centre, south of Castle Street and west of North Bar Street. Bolton Road acts as the southern boundary alongside the rear of Parson's Street properties. The area contains an older multi-storey car park, a bingo club, offices and small business units. It is well located to provide access into the main retail area, but suffers from a poor image as back land with unattractive parking facilities.

Bolton Road has the potential to provide a mix of uses together with car parking to support and compliment the town centre offer. The site is prominent and visible from the main road network, but also has good links into the town centre and the Castle Quay development. One of the key issues, which will affect the deliverability and viability, is whether the development area should include the rear of the Parson's Street properties next to Bolton Road. If the Parson's Street properties are included as part of a comprehensive development; it is likely that this will delay the delivery of the scheme and create uncertainty and blight for the retailers on Parson's Street.

The land between Bolton Road and Castle Street should provide a mix of residential, commercial and niche retailing opportunities together with a modern multi-storey car park to serve this part of the town centre, which will support the Parson's Street retail quarter.

The transport and movement strategy shows the Bolton Road site continuing to provide town centre car parking to service Parson's Street and the adjacent town centre area. The frontage onto Castle Street has the potential for new bus stops to provide better access to public transport. A new pedestrian link from the Bolton Street area; through one of the archways of the buildings in Parson's Street, would improve connectivity through the retail area and link into the proposed enhancements around St Mary's Church and Church Lane.

The masterplans illustrates:

- Bolton Street site split into two development areas by a new road providing access to multi-storey car parking and Parson's Street rear service areas.
- The eastern area to provide multi-storey car park and retail space fronting onto Cornhill public space next to The Beer Tree public house. Entrance and exit to multi-storey car park to be located next to the Cornhill.
- Cornhill link extended northwards across Castle Street to improve town centre accessibility.
- Bolton Road retained for service access to rear of Parson's Street properties.
- The western area developed as mixed-use and residential. Existing listed building retained as part of the development.

- Buildings set back from Castle Street to create a landscaped area and improved setting for the development.
- Potential for new pedestrian access through one of the archway buildings on Parson's Street, which could include new building on Bolton Street.

To deliver the Bolton Road development Cherwell District Council and Oxfordshire County Council should undertake the following actions:

- Prepare a deliverable Development Brief that develops the principles set out in this masterplan with minimum use of Parson's Street properties;
- Identify a development partner who shares the vision for this site and will work with CDC and OCC to deliver the scheme; and,
- Investigate the deliverability of the proposed new pedestrian link with property owners on Parson's Street

XI. APPENDIX II

Promote Banbury as the regional service centre of choice for the wider region.	Actions	Timescale	Provider
Establish Banbury Task Force	Appoint Chief Executive and second support staff for 5 year period	Short	CDC, OCC
Expand the town centre to include a full range of retail, leisure, cultural, sporting and social activities.	Promote Banbury as a growth area with opportunities for a wide range of investments.	Short	CDC
	Work with the private sector to establish a Business Improvement District (BIM) to support the marketing of the town centre.	Short	CDC/Banbury Chamber of Commerce
Provide an accessible public transport network from the surrounding villages.	Work with bus operators and adjacent authorities to improve services into Banbury	Short	OCC
Provide suitable town centre car parks and with attractive pricing.	Promote Banbury as an accessible town centre, close to the motorway with good car parking facilities.	Short	CDC
Encourage a wide range of professional and advisory services.	Adopt a 'Banbury means Business' or similar strap line to explain what CDC, OCC and the LEPs are doing to encourage the expansion of the professional and service sector.	Short	CDC
Expand higher education opportunities.	Work with higher education providers to identify the potential for establishing degree level courses in specialist subjects.	Long	LEPs Banbury College
Provide good road and rail connections to London and adjacent cities	Work with the Highway Agency, Network Rail and service suppliers to improve strategic regional services.	Long	LEPs OCC

Establish a strong economy	Actions	Timescale	Provider
Build upon the special skill strengths of the town.	Appoint a consultant to work with local employers to identify skill, property and funding constraints to business growth.	Short	CDC
Invest in skills, training and education.	Target training and education resources to improve skills in the workforce.	Medium	LEPs
Expand the programme of Apprenticeships	Invest more money in apprenticeships in the target skills areas.	Short	LEPs
Deliver quality sites for advanced manufacturing and performance engineering.	Identify and promote suitable employment sites in the Local Plan.	Short	CDC
Increase the availability and choice of employment sites and buildings.	Undertake an audit of existing employment sites and identify areas for renewal and redevelopment.	Short	CDC
	Publish data base of available sites and buildings.	Short	CDC
Facilitate alternative sites and buildings for businesses that need to relocate from Canalside	Work with tenants and land owners to facilitate relocation where necessary for the comprehensive development of the Canalside. Appoint agent to provide advice.	Medium	CDC

Reduce congestion and improve accessibility	Actions	Timescale	Provider
Improve the transport and movement networks into and through the town.	Implement Hennef Way and M40 junction 11 improvements.	Medium	OCC
	Identify preferred route for link road to the east of M40 junction 11 to connect onto Overthorpe Road.	Short	OCC
	Construct new link road to the east of M40	Medium	OCC
	Work with developers to deliver the spine road through new residential development from the A361 to A4260.	Short	OCC, CDC
	Implement route improvements to the north-south route through the town centre from the junction of Hennef Way and Concord Avenue along Cherwell Street, Windsor Street and Bankside to the junction with the A4260 on Oxford Road.	Medium	OCC
	Implement improvements at Cherwell Street and Bridge Street junction that will improve capacity, improve bus access to the town centre and improve pedestrian links to the railway station.	Short/Medium	OCC
	Implement traffic management and environmental improvements along South Bar Street/ Horsefair corridor.	Medium	OCC
Identify a new strategic route between the east and west of the town.	Consider the options for a new viable and fundable crossing of the railway, canal, and river to improve east-west access to the motorway.	Medium	LEPs OCC
	Prepare cost/benefit analysis and identify funding options	Medium	OCC
Connect town centre to the railway station	Work with Chiltern Railways to agree a development strategy for the station and the connections into the road and pedestrian network of the Canalside development area.	Short	CDC, OCC, Chiltern Railways
	Open up Tramway as the access for cars in to the station car parks with the existing access road off Bridge Street retained for buses and taxis.	Medium	OCC
Increase public transport patronage.	Identify suitable bus routes into and through the town centre and bus priority measures to ensure reliable bus journey times.	Short	OCC
	Improve bus service between residential and employment areas.	Short	OCC
	Identify site for new bus station or location for new bus stops and waiting areas.	Medium	OCC
	Create new bus station and implement improvements to bus routes into town centre	Medium	OCC
Increase pedestrian and cyclist activity	Audit existing routes and prepare improvement strategy as part of Local Plan part 2.	Short	CDC OCC
Establish a car parking strategy.	Undertake an audit of town centre car parks and prepare Parking Strategy identifying preferred location and number of car spaces and pricing policy. Set pricing policy to encourage car during non-peak periods.	Medium	CDC

Create a vibrant and attractive town centre	Actions	Timescale	Provider
Enhance the town centre experience by: removing congestion; improving choice; increasing accessibility; creating great places; and, entertaining the visitors.	Establish a Town Centre Action Area (TCAA) and commission SPD	Short	CDC, OCC
Strengthen the town centre offer with new leisure, cultural, retail and social opportunities.	Prepare Supplementary Planning Guidance (SPG) for key development sites. Promote sites to the private sector.	Medium	CDC
Enable the development of the two strategic town centre sites of Bolton Road and Spiceball.	Engage with owners and promote sites for development.	Short	CDC
	Use CPO powers, where necessary, to acquire land for comprehensive development.	Medium	CDC
	Invest part of CDC land value in sites to improve development viability.	Medium	CDC
Develop underutilised sites and areas such as Canalside	Prepare review of each site and work with owners to bring about development. Commission advice from agents.	Short	CDC Private S
	Establish Canalside Development Area in Local Plan part 2 and explain the role of CDC in delivering development.	Short	CDC
	Commission planning, design and viability studies	Short	CDC
	Use CPO powers to acquire land for comprehensive development.	Medium	CDC
	Invest part of CDC land value in sites to improve development viability.	Medium	CDC
Open up vacant shops with temporary uses.	Work with owners to bring vacant shops into use with 'pop-up' activities.	Short	CDC
Promote and establish a calendar of activities and events.	Work with local business to identify calendar of town centre events and venues covering: markets; music festivals; art shows; canal days; literary festivals; antiques; and, local foods.	Medium	CDC
	Provide management support and grant funding of £50k/annum for five years.	Medium	CDC
Open up the Oxford Canal to the town centre	Commission an Oxford Canal Development Strategy (SPD).	Short	CDC
	Work with landowners to promote the development potential of land adjacent to the canal.	Medium	CDC
Connect the railway station into the town centre.	Identify the preferred route and include in Canalside SPG. Work with land owners and developers to facilitate connection.	Short	CDC, OCC
Improve bus services and access into the town centre.	Identify network constraints and work with bus operators to improve services. Identify suitable bus routes into and through the town centre, and between residential and employment areas.	Short Medium	OCC
Encourage housing development on appropriate sites within the town centre.	Through the review of town centre boundaries identify sites that would be suitable for residential development. Include in TCAA	Short	CDC

Create quality environments and distinctive character to live and work	Actions	Timescale	Provider
Create an attractive interconnected network of green spaces and public squares.	Commission a green space strategy that includes improvements to the pedestrian and cycle network through Banbury.	Medium	CDC
	Improve interface between Spiceball Park and the canal/river	Medium	CDC
	Develop the Country Park northwards	Medium	CDC
	Green South Bar Street/Horsefair corridor	Medium	CDC/OCC
	Develop new green linkage along the southern edge of Banbury 17 and connect Salt Way to canal/river green lung.	Short	CDC/developers
Open up the canal corridor into the town centre.	Work with stakeholders to identify improvements to the canal and opportunities to open up the canal and towpath for greater use and integration with the town centre. Including connections from the Peoples Park.	Medium	CDC
Celebrate the people, places and history of Banbury.	Through a 'percentage for art' scheme include art works into all new development and where appropriate celebrate the people, places and history of Banbury.	Medium	CDC
Promote quality design and attractive new buildings that respond to the character and context of Banbury.	Raise the standards of design through guidance, competitions and design panels.	Medium	CDC
Enhance the strategic routes into and through the town.	Identify how the town could be improved through environmental improvements and landscape on the strategic places and routes through the town. Work with OCC, land owners and developers to improve the quality of the environment.	Medium	CDC, OCC
	Commission study		CDC
	Implement improvements		OCC

Promote opportunities for local people	Actions	Timescale	Provider
Increase housing choice and tenure	Work with landowners and developers to deliver the allocated housing sites.	Short	CDC
	Update the Local Plan and ensure that there is a 5 year residential land supply.	Medium	CDC
Improve access to, apprenticeships, skills training and further education	Work with the educational establishments to strengthen the opportunities for vocational training and education, and the availability of apprenticeships.	Medium	LEPs OCC
Increase local employment opportunities	Work with stakeholders to understand the local employment market and identify actions that need to be taken to address shortfalls in jobs, skills and opportunities.	Short	CDC, OCC
Reduce poverty, health inequalities and support the vulnerable	Work with partner organisations to deliver the improvements set out by the 'Brighter Futures' Partnership	Short	CDC, TVP, OCC, OCCG
Access to health, social and community services	Work with the providers to understand the demands being made on upon the services and identify ways that CDC can facilitate improvements.	Medium Long	CDC, OCC
Provide a full range of sports, leisure and recreational facilities	Undertake open space audit to identify shortfall in facilities and plan for new sports, leisure and recreational facilities.	Medium Long	CDC
Invest in a network of attractive green spaces and parks for daily enjoyment	Prepare a green space strategy that includes improvements to the pedestrian and cycle network through Banbury.	Short Medium	CDC

¹ Economic Development Strategy for Cherwell, North Oxfordshire 2011 2016

² Cherwell District Council Retail Study October 2012 (CBRE) and updated 2014

³ Local Economic Assessment (LEA) Appendix 1 of Employment Land Study, Draft Final Report – July 2015

⁴ Local Economic Assessment (LEA) Appendix 1 of Employment Land Study, Draft Final Report – July 2015