



Outline Business Case

Classification: PUBLIC

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Project Title	Banbury Town Centre Revitalisation Look & Feel – Phase 2
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Document Control

Version	Date	Author	Reviewer	Changes
0.1	22.07.2026	Tracey Thomas	Peter Sharp	

Approvals

Role	Name	Date
Executive Director – Neighbourhood Services	Kristian Aspinall	04/08/26

Reference	
Senior Responsible Officer (SRO)	Executive Director – Neighbourhood Services
Project Name (for the public domain)	Banbury Town Centre Revitalisation Look & Feel – Phase 2
Project to be delivered by	
Department/Service	

Strategic Fit

This is the second phase of a package of measures to support Banbury town centre revitalisation aligning with the corporate priority of Economic prosperity: create vibrant economic centres and visitor economy and place-shaping objectives and demonstrates investment in local infrastructure and commitment to improving the area for residents and visitors.

Business Need

Service Activity	A focussed programme of street furniture upgrading to enhance the appearance of Banbury town centre
Category	Desired
Corporate Business Plan Priority	Economic Prosperity
Political Sensitivity (RAG)	Green
Deliverability (RAG)	Green
Purpose of the Project	At the June 2026 Area Oversight Group (AOG) meeting, a priority action was agreed and added to the Area Priority Plan (APP) to upgrade street furniture in Banbury town centre. This was in response to a discussion around the desire to enhance the appearance of the town centre to support attractiveness and deliver improvements to visitors' dwell time. Officers have explored this request and identified an opportunity to carry out a focussed programme of replacement and refurbishment of street furniture in the town centre – including benches, recycling bins other cast iron street furniture, to include hanging basket columns and planters. The proposed programme of replacement and refurbishment of street furniture will enhance the appearance, functionality and accessibility of the town centre. Investment will create a more attractive and welcoming environment for residents, visitors and businesses. The scheme will support increased town centre footfall, encourage longer dwell times, improve civic pride, and reduce ongoing maintenance liabilities. Collectively, these improvements will support wider regeneration ambitions and help ensure the town centre remains a vibrant, attractive and accessible destination.
Impact on Service and implications of not undertaking the project	The scheme has been confirmed with the service manager as deliverable but will require the addition of an external contractor to pick up the painting elements. This is built into the costs below. The scheme will bring funds to facilitate an accelerated programme of street furniture which ordinarily has a small budget, The focussed nature of this work means that, once completed, there will be a considerable saving on operative time for ongoing

	repair & maintenance of the street furniture for a period. This will allow the team to focus on more commercial or rechargeable works for 3rd parties, leading to increased income. If this project is not undertaken, improvements to town centre street furniture will be more piecemeal and over a longer period. This will not have the same immediate impact and the ambition to deliver a noticeable enhancement of the appearance of the town centre will not be realised.
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Initial Options

Option 1 – Preferred Option

A focussed programme of street furniture replacement and refurbishment - including benches recycling bins and other cast iron street furniture, including hanging basket columns and planters in the town centre. This will create a more welcoming town centre environment, encouraging increased footfall and visitor dwell time and will enhance the image and perception of Banbury town centre, supporting future inward investment and regeneration objectives. Officers will also explore potential opportunities to link to Banbury's rich heritage.

Option 2 – Replacement or Refurbishment of benches only

This option considers a replacement and refurbishment programme for the benches and recycling bins only. Although this will go some way to improving the appearance of Banbury town centre, the poor state of the remaining cast iron street furniture will be more noticeable and the benefits listed above will not be realised.

Option 3- Do nothing

This project will utilise Area Development Funding to enable the introduction of enhancements in Banbury, identified by ward councillors as representatives of our communities. Doing nothing means the identified issues are not addressed.

Indicative Costs

It is expected that the full cost will be covered by an allocation of Local Area Development Funding.

	Estimated cost
73* benches replacement/refurbishment	£50k
24 bins replacement/refurbishment	£20k
Other cast iron street furniture repainting (40 planter columns, and up to 50 planters)	£20k
Contingency	£10k
TOTAL	£100k

(*7 benches in Market Place are included in the costs but these may be picked up as part of the OCC funded Market Place Improvements Project)

Revenue implications of project	
Please estimate any one-off revenue costs – <i>these are likely to relate to options appraisals, feasibility studies and speculative surveys which do not meet capitalisation criteria</i>	£ 0
Please estimate any recurring revenue costs once the project is completed – <i>e.g. maintenance and repairs, business rates, staffing etc.</i>	£0
Is the project expected to increase income or reduce revenue expenditure over the medium-term financial period once completed?	Yes - reduce revenue expenditure
If yes above, please provide an estimate and brief explanation of the expected revenue benefit below	TBC

Capital Expenditure and Funding	
Capital cost to the council (please provide an estimate, including any spend from grants etc.)	£100k
Is there already an associated project in the capital programme (Y/N)? If yes, please state the name of the project	Y - Area Funds

Capital funding identified (<u>not already allocated to another project in the capital programme</u>)	
Type (e.g. Grant, S106, sale proceeds)	Amount £
N/A	N/A

Risks & Dependencies

Risk	Impact	Mitigation
Increased costs - due to inflation, increased material costs, or unforeseen installation requirements.	Additional funding required, reduced project scope, or delays whilst additional resources are secured.	Develop detailed cost estimates, include contingency funding, undertake competitive procurement, and monitor expenditure regularly.
Insufficient budget to complete all elements of the programme	Inability to deliver all project elements, reducing the overall benefits and visual impact of the scheme.	Prioritise key interventions.
Supply chain delays	Delay to project completion	Order materials early, use framework suppliers where available, and build flexibility into project timescales.
Disruption to businesses and pedestrian	Reduced footfall, complaints from businesses, and	Phase works, maintain access routes, communicate works schedules, and undertake

	temporary decline in town centre activity.	works outside peak trading periods where possible.
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Governance & Delivery

- Area Oversight Group and Executive – to receive bi-monthly monitoring report
- Area Lead – to compile bi-monthly monitoring report
- Directorate Portfolio Board – to receive monthly update on delivery from Project Manager
- Project Manager – from the Street Scene and Cleansing team to be responsible for day-to-day management and coordination
- Operational Supervisor – to oversee works

Next Steps

- Confirm Area Development funding to cover project costs
- Define Measurable Outcomes & Benefits
- Operational Planning - Develop a detailed delivery schedule