

Public Document Pack

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 February 2014 at 6.30 pm

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

Councillor Ken Atack, Lead Member for Financial Manager
Councillor Norman Bolster, Lead Member for Estates and the Economy
Councillor John Donaldson, Lead Member for Banbury Brighter Futures
Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Public Protection
Councillor Nigel Morris, Lead Member for Clean and Green
Councillor D M Pickford, Lead Member for Housing
Councillor Nicholas Turner, Lead Member for Performance and Customers

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group
Councillor Les Sibley

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Karen Curtin, Director (Bicester)
Martin Henry, Director of Resources / Section 151 Officer
Kevin Lane, Head of Law and Governance / Monitoring Officer
Helen Town, Regeneration and Housing Development Team Manager
Louise Tustian, Senior Performance & Improvement Officer
Natasha Clark, Team Leader, Democratic and Elections

83 **Declarations of Interest**

There were no declarations of interest.

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

The Chairman reported that he had agreed to allow Councillor Sibley to address Executive on agenda item 6: Graven Hill Potential Acquisition and Redevelopment Update.

85 **Urgent Business**

There were no items of urgent business.

86 **Minutes**

The minutes of the meeting held on 6 January 2014 were agreed as a correct record and signed by the Chairman.

87 **Chairman's Announcements**

There were no Chairman's announcements.

88 **Graven Hill Potential Acquisition and Redevelopment Update**

The Director (Bicester) submitted a report which provided an update on the due diligence process for the potential acquisition and redevelopment of Graven Hill.

At the discretion of the Chairman, Councillor Sibley addressed Executive.

Resolved

- (1) That the progress to date on due diligence be noted.
- (2) That the procurement process and timetable in relation to the proposed Fulfilment Centre be noted.

Reasons

This report is for information and provides an update on the due diligence process for the potential acquisition and redevelopment of Graven Hill.

Alternative Options

Option 1: To approve the recommendation

Option 2: To reject the recommendation

89 **Draft Budget and Business Plan 2014-15**

The Interim Head of Finance and Procurement submitted a report which provided the second and final opportunity for the Executive to shape and refine the interaction between corporate service plans and financial matters before the final budget would be presented to full Council on 24 February 2014.

Executive thanked and commended the Lead Member for Financial Management and Finance Officers for their hard work in producing a balanced budget.

In introducing the draft 5 year strategy, 2014-15 business plan and public pledges, the Lead Member for Performance highlighted the tabled amended public pledges that had been updated to include "Delivery of the Local Plan to provide a framework for sustainable housing, employment and infrastructure" and "Extend the Joint Working Programme to include new methods of service delivery and more services included in partnership". A savings target of £500k within the agreed timescales had also been set.

Resolved

- (1) That the draft budget in the context of the Council's service objectives and strategic priorities be approved.
- (2) That the balanced budget be approved.
- (3) That Full council be recommended to approve a Council tax freeze.
- (4) That the proposed 2014-15 capital programme (annex to the minutes as set out in the Minute Book) be approved.
- (5) That agreement be given to use 2013-14 retained business rates of £75,000 to pump prime the business rates support team.
- (6) That the draft 5 year strategy, 2014-15 business plan and public pledges, amended as tabled at the meeting (annexes to the minutes as set out in the Minute Book) be endorsed and authority delegated to the Director of Resources in consultation with the Leader of the Council and the Lead Member for Performance and Customers to make any minor amendments to the plan or pledges as required before final publication in March 2014.
- (7) That the 2014-15 Business Plan and Budget Equality Impact Assessment be noted.
- (8) That it be noted that the latest MTFs financial forecast was currently being refreshed and would be reported back to the Executive once this exercise had been completed.
- (9) That officers be requested to produce the formal 2014-15 budget book on the basis of the report and associated appendices (annex to the minutes as set out in the Minute Book).
- (10) That the updated budget be recommended for adoption by the Council on 24 February 2014.
- (11) That authority be delegated to the Head of Finance and Procurement, in consultation with Director of Resources and the Lead Member Financial Management to amend the contributions to or from general fund balances to allow the Council Tax increase to remain at the level

recommended by Executive to full Council following the announcement of the final settlement figures and as a result of any financial implications arising from resolution (10).

Reasons

The Council is required to produce a balanced budget for 2014-15 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The report and appendices represent the draft budget for approval by the Executive. If agreed, this will be taken onto Council on 24 February and will be considered alongside the setting of the 2014-15 Council Tax.

Alternative Options

It is a legal requirement to set a balanced budget and the recommendations as set out represent what is believed to be the best way of achieving this. Alternative options are:

To reject the current proposals and to make alternative recommendations or ask officers for further information.

90 Exclusion of the Press and Public

Resolved

That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.

91 Build! ® Programme Update and Next Steps

The Head of Regeneration and Housing submitted an exempt report which provided an update on the Council's Build! ® programme and proposed next steps.

Resolved

- (1) That the progress to date in the following be noted:
 - Establishing Cherwell District Council as a Registered Provider and developer
 - Establishing Cherwell Community Land Trust as an Industrial and Provident Society
 - Assembling challenging brownfield sites
 - Securing substantial Homes and Communities Agency (HCA) grant funding
 - Developing a robust model for the delivery of self-build housing schemes

- Raising Cherwell's profile locally and nationally as an innovative and proactive local authority
- (2) That the fact that Build! ® works best as 'as a programme' with cross-subsidy within the programme and not as individual sites be noted.
 - (3) That the creation of a Council Build! ® Project board (with members appointed by the Leader and officer representation) to oversee the delivery of Build! ® and which would report into the Place Programme Board be approved.
 - (4) That the following be noted:
 - a) Detailed due diligence was being undertaken on a proposed model for delivery and final ownership of the Build! ® Schemes and the Council's wider development function going forward.
 - b) A report would be brought to the March Executive setting out this proposed model
 - (5) That increased delegated authority to the Procurement Steering Group, in consultation with the Head of Regeneration and Housing and the Lead Member for Financial Management to award contracts up to the value of £1.5m for the Build! ® programme be approved to enable delivery on schedule.

Reasons

This report updates the Executive on the progress to date in establishing the Build! ® programme and 'sets the scene' for the way forward.

The creation of an internal member and officer Build! ® Project board to oversee the delivery of Build! ® and report into the Place Programme Board is considered best practice and important for accountability

Alternative Options

Option 1: To do nothing. This is rejected for the following reasons:

- The Council would own a number of undeveloped sites which would cause maintenance liabilities, additional costs and have a negative impact on reputation with local residents
- The Council would be reneging on its contractual commitment to the HCA and in turn lose funding and credibility
- The HCA would not give a grant as it is only eligible for schemes which deliver housing
- The Council would not optimise the social and financial return on its investment.
- The Council would lose its opportunity to further build its reputation within Government and Industry as a leader in this field.

Executive - 3 February 2014

Chairman:

Date:

Minute Item 89

NEW CAPITAL BIDS 2014/15								Appendix 2	
Bid No.	Capital Scheme	Service	Lead member	Head of Service	Full Value	Profiled Spend			Cummulative Full Value
						2014/15	2015/16	2016/17	
1	Cooper Sports Hall Roof	Community	Cllr George Reynolds	Chris Rothwell	£ 100,000	£ 100,000			£ 100,000
8	Bradley Arcade Roof Repairs	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 125,000	£ 122,000	£ 3,000		£ 225,000
18	Mandatory Disabled Facilities Grants (gross amount, of which £375k is CDC)	Housing	Cllr Debbie Pickford	Chris Stratford	£ 750,000	£ 750,000			£ 975,000
24	Environmental Services Vehicle Replacement Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 672,000	£ 672,000			£ 1,647,000
10	DPS Access Audit	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 20,000	£ 20,000			£ 1,667,000
33	GCSX Secured Area - Wall Garden - PNC Compliance (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 20,000	£ 20,000			£ 1,687,000
3	Woodgreen Leisure Centre Bowls Hall Heater	Community	Cllr George Reynolds	Chris Rothwell	£ 65,000	£ 65,000			£ 1,752,000
22	Glass Bank Recycling Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 25,000	£ 25,000			£ 1,777,000
20	Customer Self-Service Portal and CRM Solution	Community	Cllr Nicholas Turner	Chris Rothwell	£ 80,000	£ 55,000	£ 25,000		£ 1,857,000
21	Recycling Bank Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 25,000	£ 25,000			£ 1,882,000
17	Discretionary Housing Grants	Housing	Cllr Debbie Pickford	Chris Stratford	£ 275,000	£ 275,000			£ 2,157,000
35	San Storage Renewal (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 81,000	£ 81,000			£ 2,238,000
36	Server Replacement Programme (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 30,000	£ 30,000			£ 2,268,000
16	Empty Homes and Work-in-default (recoverable) Enforcement	Housing	Cllr Debbie Pickford	Chris Stratford	£ 100,000	£ 100,000			£ 2,368,000
12	18 & 19 Thorpe Place - Replacement Roof Lights	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 27,000	£ 27,000			£ 2,395,000
19	Planning and Building Control replacement of ICLIPSE (Northgate) DMS	Development Management	Cllr Michael Gibbard	Andy Preston	£ 84,000	£ 84,000			£ 2,479,000
26	ESXI PROD 2 - capacity forward planning (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 15,000	£ 15,000			£ 2,494,000
29	Lync 2013 (professional fees, equipment, IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 43,800	£ 43,800			£ 2,537,800
32	Desktop PC Replacement	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 59,200	£ 59,200			£ 2,597,000
37	Netback Up Upgrade	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 75,000	£ 75,000			£ 2,672,000
9	Works in Connection with Condition Survey - Year 2	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 300,000	£ 300,000			£ 2,972,000
15	Upgrade to Uninterrupted Power Supply & Back up Systems	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 375,000	£ 325,000	£ 40,500	£ 9,500	£ 3,347,000
23	Energy Efficiency Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 50,000	£ 50,000			£ 3,397,000
5	Elections Polling Booths and Count Tables	Democratic	Cllr Barry Wood	Kevin Lane	£ 49,840	£ 49,840			£ 3,446,840
25	ISCSI Traffic Separation (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 20,000	£ 20,000			£ 3,466,840
28	Modular Development of CSM - Cherwell Helpdesk Software	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 25,280	£ 25,280			£ 3,492,120
6	Replacement Air Conditioning Plant at Banbury Museum	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 35,000	£ 35,000			£ 3,527,120
11	Improvements to Amenities to Orchard Way Shops	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 27,500	£ 27,500			£ 3,554,620
38	Security Logging Software	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 25,000	£ 25,000			£ 3,579,620
2	North Oxfordshire Academy - astro turf pitch	Community	Cllr George Reynolds	Chris Rothwell	£ 150,000	£ 150,000			£ 3,729,620
4	Stratfield Brake Floodlights	Community	Cllr George Reynolds	Chris Rothwell	£ 20,000	£ 20,000			£ 3,749,620
27	Hyper V Environment (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 14,000	£ 14,000			£ 3,763,620
30	Aerial Imagery Update (professional fees)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 10,000	£ 10,000			£ 3,773,620
31	Citrix - Expansion to Support Agile Working	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 20,228	£ 20,228			£ 3,793,848
34	VMware Virtual Centre Site Recovery Manager (disaster recovery)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 35,000	£ 35,000			£ 3,828,848
40	Sharepoint - Joint Bid with SNC	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 35,000	£ 35,000			£ 3,863,848
TOTAL RECOMMENDED BIDS FOR 2014-15					£ 3,863,848	£ 3,785,848	£ 68,500	£ 9,500	

Five Year Business Strategy

Priorities for the 5 year strategy

The table below presents the Council's strategic priorities for its 5 year business strategy. This strategy sits alongside the council's medium term financial strategy and is underpinned by an annual business plan, budget and performance management framework that sets out the milestones, performance measures and budget that will drive the council's delivery of services and major projects.

A Cherwell: A District of Opportunity	B Cherwell: Safe, Green, Clean	C Cherwell: Thriving Communities	D Cherwell: Sound budgets and a customer focused Council
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.	c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.
a2. Implement the master plan for Bicester helping to provide new housing, jobs and leisure opportunities.	b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.	c2. Work with partners to support financial inclusion and help local people into paid employment.	d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs
a3. Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.	b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.	c3. Provide high quality housing options advice and support to prevent homelessness.	
a4. Implement the master plan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.	b4. Reduce our carbon footprint and protect the natural environment.	c4. Work to promote and support health and wellbeing across the district.	d3. Improve customer service through the use of technology and responding to customer feedback.
		c5. Provide high quality and accessible leisure opportunities.	d4. Produce and deliver a rolling five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.
a5. Promote inward investment and support appropriate economic growth within the district.		c6. Provide support to the voluntary and community sector.	

Appendix 3

<p>a6. Deliver high quality regulatory services that support the growth of the local economy.</p>		<p>c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.</p>	<p>d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.</p>
		<p>c8. Work to ensure rural areas are connected to local services and the retail centres provided in the two market towns.</p>	<p>d6. Deliver below inflation increases to the CDC element of Council Tax.</p>

DRAFT: 2014–15 Business Plan Objectives and Milestones

Each of the objectives and milestones within this document will be underpinned by performance measures that will be reported via the council's quarterly performance management framework.

A			
Cherwell: A District of Opportunity			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	<ul style="list-style-type: none"> Meet the Local Plan milestones including preparation for the examination process 	Quarterly update	Adrian Colwell
a2. Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.	<ul style="list-style-type: none"> Northwest Bicester: Delivery of the Masterplan to the agreed timescales Northwest Bicester: Delivery of the eco – Bicester business centre Bicester town centre regeneration including the council commercial building Graven Hill: deliver the Council's vision for this strategic site 	Quarterly update	Karen Curtin
a3. Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.	<ul style="list-style-type: none"> Wood Green – secure the delivery of new homes on the site and continue to improve the physical environment of the area Secure an agreed scheme for the delivery of the Bolton Road site Work with the developer to secure delivery of the extension to the Castle Quay shopping centre an improved retail commercial offer and the Spiceball development 	Quarterly update	Chris Stratford
a4. Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.	<ul style="list-style-type: none"> Agree next steps for the development options for Kidlington against agreed timescales and milestones 	Quarterly update	Chris Stratford
a5. Promote inward investment and support appropriate economic growth within the district.	<ul style="list-style-type: none"> Produce marketing material to promote commercial and industrial business sites and the area Develop the role of the Cherwell Investment Partnership to provide a hub for inward investment 	Quarterly update	Adrian Colwell

<p>a6. Deliver high quality regulatory services that support the growth of the local economy.</p>	<ul style="list-style-type: none"> • Develop a whole Council 'Better Business' approach to support new and existing businesses • Introduce revised planning enforcement policy 	<p>Major Planning apps Minor Planning apps Other Planning apps Appeals (consider new government measure of major appeals lost over 2 years) Pre planning advice within 25 working days No of PPA's(planning performance agreements) in place</p>	<p>Ian Davies /Chris Rothwell</p> <p>Andy Preston</p>
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B Cherwell: Safe, Green, Clean			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
<p>b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.</p>	<ul style="list-style-type: none"> • Maintain a minimum 57% recycling rate 	<p>Cost of collection per household (annual) Customer satisfaction Percentage waste recycled target 57% Kg waste per household Waste tonnage sent to landfill</p>	<p>Ed Potter</p>
<p>b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.</p>	<ul style="list-style-type: none"> • Increase customer satisfaction with street cleansing • Undertake 6 neighbourhood blitzes with community involvement 	<p>No of flytips Programme of neighbourhood litter blitzes Customer satisfaction survey</p>	<p>Ed Potter</p>

b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.	<ul style="list-style-type: none"> Explore new partnerships delivery models for the management and operation of CCTV Continue to work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings 	Reduced costs of CCTV ASB measures Fear of crime	Chris Rothwell
b4. Reduce our carbon footprint and protect the natural environment.	<ul style="list-style-type: none"> Maintain our 5 year commitment to reduce our carbon footprint by 22 % by 2016. 	Carbon Management Plan and CO2 savings Annual Green House Gas report	Ed Potter

C			
Cherwell: Thriving Communities			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	<ul style="list-style-type: none"> Deliver 150 units of affordable housing and 150 self-build housing projects as part of the HCA funded grant programme 	No of affordable housing units No of self-build properties built	Chris Stratford
c2. Work with partners to support financial inclusion and help local people into paid employment.	<ul style="list-style-type: none"> Commissioning of high quality financial and debt advice for vulnerable residents. Effective implementation of welfare reform and administration of benefits. Delivery of the Brighter Futures in Banbury programme to provide opportunities in some of the district's most disadvantaged Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training 	Benefits measures NEETS, skills development apprenticeships and Job Clubs	Chris Stratford Tim Madden Ian Davies Adrian Colwell
c3. Provide high quality housing options advice and support to prevent homelessness.	<ul style="list-style-type: none"> Deliver the approved new Homelessness Prevention Strategy and action plan 	Homelessness figures Temporary accommodation figures Homelessness prevention figures	Chris Stratford

Appendix 4

c4. Work to promote and support health and wellbeing across the district.	<ul style="list-style-type: none"> Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector 	Quarterly update	Ian Davies
c5. Provide high quality and accessible leisure opportunities.	<ul style="list-style-type: none"> Maintain a minimum usage level of visits to leisure facilities Commence Phase 2 pavilion works for SW Bicester Sports Village Increase access to leisure and recreation opportunities through development and outreach work 	Target to be the outturn from 13/14	Chris Rothwell
c6. Provide support to the voluntary and community sector.	<ul style="list-style-type: none"> Secure social and community infrastructure for housing developments across the District Continue to support the voluntary sector and community groups 	Quarterly update	Chris Rothwell
c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.	<ul style="list-style-type: none"> Continue programme of Conservation Reviews Establish a register of Local Heritage Assets Provide design guidance on major developments 	5 reviews per year	Andy Preston
c8. Work to ensure rural areas are connected to local services.	<ul style="list-style-type: none"> Roll out the service implementation of Broadband with Oxfordshire County Council 	Quarterly update	Adrian Colwell

D			
Cherwell: Sound budgets and a customer focused Council			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.	<ul style="list-style-type: none"> • Extend the joint working programme to include: New methods of service delivery More services delivered in partnership • A new HR strategy designed to support new methods of service delivery involving more partners increased organisational capacity and efficiency improved workforce planning and development visible recognition for innovation • Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies • Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities • Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies and savings; deliver a minimum of 10% financial savings. • Maximise income through designing services that can attract a market • Make successful bids for external funding 	Quarterly update	Jo Pitman
d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs	<ul style="list-style-type: none"> • Increase our use of social media to communicate with residents and local businesses • Support the increased use of the CDC website as a communications and transactional tool • Deliver a new approach to communications for the Bicester Master plan • Continue to develop our business focused communications 	Social media ratings Online transactions Customer satisfaction ratings	Jo Pitman

<p>d3. Improve customer service through the use of technology and responding to customer feedback.</p>	<ul style="list-style-type: none"> • Implement the Individual Electoral Registration system in accordance with legislative timetable • Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services • Increased capacity to build service delivery processes suitable for online for self service • Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service • Target the reduction of avoidable contact from customers by: <ul style="list-style-type: none"> ○ Improved information signposting ○ More information on-line ○ Improved letters and communications with clear, understandable instructions and information 	<p>Measures and quarterly update Govmetric</p>	<p>Kevin Lane Chris Rothwell</p>
<p>d4. Produce and deliver a rolling five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.</p>	<ul style="list-style-type: none"> • Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy) • Deliver the savings targets within the agreed timescales 	<p>Budget variance on capital and revenue within 2%</p>	<p>Tim Madden</p>
<p>d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.</p>	<ul style="list-style-type: none"> • Commission and introduce a new Asset Management Strategy 	<p>Quarterly update</p>	<p>Chris Stratford</p>
<p>d6. Deliver below inflation increases to the CDC element of Council Tax.</p>	<ul style="list-style-type: none"> • CDC Council Tax element frozen for 14/15 		<p>Tim Madden</p>