

# Corporate Plan 2008/9-2011/12

## Refresh for 2010/11

### DRAFT – SUBJECT TO CONSULTATION

#### Cross Cutting Strategic Priorities

Corporate Plan Aim	5 Year Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
Break the Cycle of Deprivation and Address Inequalities across the District	Bring together partners in Cherwell to establish a long term and sustainable approach to breaking the cycle of deprivation; improving opportunities, access to services, health and educational outcomes.	<ul style="list-style-type: none"> <li>Set and commence the delivery of a multi-agency programme to address inequalities in targeted areas in Banbury</li> <li>Undertake a community engagement activity in Banbury to ensure local people's views are included in the development of the pilot programme.</li> </ul>	Continue the delivery of a programme of support measures for key areas in Banbury.
Work to support the development of the Northwest Bicester Eco-Town, using the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living.		<ul style="list-style-type: none"> <li>Consultation on masterplan for the site</li> <li>Submission of LDF Core Strategy including NW Bicester</li> <li>Committee approval of masterplan</li> <li>Approval of detailed planning application for demonstration project</li> <li>Start on-site demonstration projects</li> <li>Submission of outline planning application for whole site based on the approved masterplan</li> </ul>	Start on-site for phased development including infrastructure investment and related whole of Bicester community initiatives

# A District of Opportunity

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
1. Balance employment and housing growth by developing businesses and homes that meet local need within an overall robust planning policy framework.	<ul style="list-style-type: none"> <li>Have a new Local Development Framework in place by 2009</li> </ul>	<ul style="list-style-type: none"> <li>Present and consult on choices about major development locations in the District (taking into account the Government's Eco Towns Programme)</li> </ul>	<ul style="list-style-type: none"> <li>Submit Local Development Framework Core Strategy (Note: delayed due to Eco Town decision process)</li> <li>Complete Canalside Regeneration Area Supplementary Planning Document (SPD) draft</li> </ul>	<ul style="list-style-type: none"> <li>Submit the Local Development Framework Core Strategy incorporating the North West Bicester Eco Town designation</li> <li>Start Bicester Eco Town Demonstration Projects</li> <li>Approval of Canal side Regeneration Area SPD</li> </ul>	<ul style="list-style-type: none"> <li>Public examination and adoption of LDF Core Strategy</li> <li>Submission and public examination of LDF Delivery Planning Document (DPD)</li> <li>Adopt the Planning Obligations and Building in Harmony with the Environment SPDs</li> </ul>
2. Provide business land and premises opportunities to support local economic development	<ul style="list-style-type: none"> <li>Complete an employment land assessment and include provision of at least 2 major new business sites in the Local Development Framework</li> <li>Start construction on Bicester Town Centre Development</li> </ul>	<ul style="list-style-type: none"> <li>Complete land assessments for business sites in the Local Development Framework</li> </ul>	<ul style="list-style-type: none"> <li><b>Work with partners to start the Bicester town centre development.</b> (Note: main development start likely to be delayed to 2010/11 due to economic climate and essential revisions to scheme)</li> <li>LDF Core strategy submission to include justification for new employment land provision</li> </ul>	<ul style="list-style-type: none"> <li>Significant construction progress on Bicester town centre development</li> <li>LDF draft to include proposals for at least two major new business sites</li> </ul>	<ul style="list-style-type: none"> <li>Bicester town centre scheme completed</li> <li>Land provision for at least two major new business sites secured</li> </ul>
3. Support business success by fostering innovation and helping businesses to recruit and retain skilled employees	<ul style="list-style-type: none"> <li>Contribute to creating 1100 new jobs in the District within the overall Economic Development Strategy target of 6200</li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute to the creation of 200 new jobs</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute to the creation of 200 new jobs</b></li> <li><b>Help and support Cherwell's residents and businesses through uncertain times</b></li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the creation of 300 new jobs</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the creation of 400 new jobs</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	additional jobs by 2011				
4. Help and support Cherwell's residents through uncertain times	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Maintain the partnership delivering job clubs in Banbury and Bicester</li> <li>Initiate direct local job creation and skill development scheme</li> <li>Focus economic development and housing service support for disadvantaged individuals in Banbury (financial literacy, employment search, skills and training advice)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the partnership delivering job clubs in Banbury and Bicester</li> <li>Develop and extend job creation initiatives through partnership funding and working</li> </ul>
5. Make it easier for you to get where you need to go	<ul style="list-style-type: none"> <li>Complete transport studies and infrastructure needs assessment of the main urban areas and incorporate the results in the new LDF.</li> <li>Deliver £1 million of developer funding toward transport infrastructure improvements</li> </ul>	<ul style="list-style-type: none"> <li>Complete transport studies and infrastructure needs assessment for Banbury and Bicester</li> <li>Deliver £200,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £200,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £300,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £300,000 funding for transport infrastructure improvements through developer contributions</li> </ul>
6. Secure housing growth that meets Government	<ul style="list-style-type: none"> <li>Achieve an annual average rate of new</li> </ul>	<ul style="list-style-type: none"> <li><b>Achieve 400 new homes including a minimum of 100</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve 300 new homes</li> <li><b>Deliver 100 affordable</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve 300 new homes (Note: assumes contribution from SW)</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 700 new homes</li> <li>Deliver 200 affordable</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
targets and the needs of the District through an appropriate mix of market and affordable housing	homes constructed of 600, of which 100 are affordable	<b>affordable homes</b>	<b>homes</b>	Bicester) <ul style="list-style-type: none"> <li>Deliver 100 affordable homes</li> </ul>	homes
7. Give you advice and support to find a home if you are without one	<ul style="list-style-type: none"> <li>Develop the housing service to provide information on the full range of housing opportunities within the District and including information on all housing tenures</li> <li>Develop a range of information to help people understand their housing options, and the range of support that is available to them</li> </ul>	<ul style="list-style-type: none"> <li>Expand Choice Based Letting to be a countywide scheme</li> <li>Temporary Accommodation Strategy approved</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated Choice Based Letting scheme and housing advice available through the Customer Contact Centre</li> <li>Temporary Accommodation Strategy operational</li> </ul>	<ul style="list-style-type: none"> <li>85% customer satisfaction with Choice Based Letting Scheme</li> <li>Produce a revised Cherwell Housing Strategy responding to the recession</li> <li>Temporary Accommodation Strategy outcomes achieved</li> </ul>	<ul style="list-style-type: none"> <li>90% customer satisfaction with Choice Based Letting Scheme</li> <li>Temporary Accommodation Strategy outcomes achieved</li> </ul>
8. Improve the standard of housing particularly for vulnerable people	<ul style="list-style-type: none"> <li>Provide and facilitate assistance, through both CDC grants and insulation and heating discounts in the private sector delivered by partners, to achieve the Decent Homes</li> </ul>	<ul style="list-style-type: none"> <li>Spend £300,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £400,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £420,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £440,000 on investing in better quality housing for vulnerable people</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	Standard for vulnerable households				
<p>9. Develop safe and pleasant urban centres which provide you with good facilities</p>	<ul style="list-style-type: none"> <li>Complete environmental enhancement schemes for Watts Way, Kidlington and Parsons Street, Banbury</li> </ul>	<ul style="list-style-type: none"> <li>Complete the design of the environmental enhancement scheme for Parson's Street, Banbury</li> <li><b>Enhance the village centre environment of Kidlington through the replacement of the street furniture</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Make major improvements to Parsons Street, Banbury</b></li> <li>Undertake improvements to open markets</li> <li>Invest in enhancement of market square in Bicester (Note: delayed scheme)</li> <li>Implement the Banbury Visitor Management Plan</li> <li>Prepare a Banbury Residents Parking Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Strategy in place for Canalside Banbury</li> <li>Start Banbury Flood Alleviation Scheme</li> <li>Prepare outline strategy for the future development of Banbury Town Centre (to include a Cultural Quarter, Canalside areas and development of the Bolton Road Regeneration Area)</li> <li>Start scheme for enhancement of Market Square in Bicester (Note: scheme, timetable extended as the scope of the work is expanded, and additional funding obtained from OCC.</li> <li>Develop implementation plans for Civil Parking Enforcement</li> <li>Decide on a Banbury Residents Parking Scheme</li> <li>Implement revised Bicester Residents Parking Scheme</li> <li>Implement a new Banbury Market operation</li> </ul>	<ul style="list-style-type: none"> <li>Further programme of environmental enhancement and regeneration projects for urban centres agreed</li> <li>Banbury Flood Alleviation Scheme in place</li> <li>Implement an Integrated Parking Strategy in urban areas</li> <li>With partners improve the quality of civic and performance facilities in Bicester alongside the ecotown development</li> </ul>

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10. Improve local services and opportunities in rural areas	<ul style="list-style-type: none"> <li>Complete a review of planning policy framework for villages through the new Local Development Framework – to support sustainable levels of development in rural areas</li> <li>Establish improved support initiatives for existing rural services to assist viability</li> <li>Encourage creation of new services to rural areas to meet established demand and gaps in provision</li> </ul>	<ul style="list-style-type: none"> <li>Launch and implement a new Cherwell Rural Strategy</li> <li>Deliver improved community information to rural communities through the development of online services</li> </ul>	<ul style="list-style-type: none"> <li>Complete a review of planning policy framework for villages through the new LDF (Note substantial progress evident in year but completion delayed – see above)</li> <li>Carry out web-based consultation with parishes on the forward plan</li> </ul>	<ul style="list-style-type: none"> <li>Support rural communities in implementing improved ICT access for older people and disadvantaged people</li> <li>Planning policy framework for villages through the new LDF (Core Strategy) published</li> <li>Rural Affordable Housing Action Plan embedded</li> <li>Working with arts partners improve the creative offer in village halls and rural schools</li> <li>Implements actions in the Rural Strategy Delivery Plan</li> </ul>	<ul style="list-style-type: none"> <li>Extend the number of villages benefitting from rural arts schemes</li> <li>Implements actions in the Rural Strategy Delivery Plan</li> </ul>

## A Safe and Healthy Cherwell

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
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Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p><b>11.</b> Help you feel safe in your home and community, working to reduce further our very low level of crime</p>	<ul style="list-style-type: none"> <li>• Reduce crime by 5% and achieve a perception of feeling safe in Cherwell in 80% of residents</li> <li>• Increase partnership working across the public sector and ensure that there are information sharing protocols</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ensure at least 78% of residents when asked say they feel safe at home and in the community</b></li> <li>• <b>Work with Thames Valley Police to reduce crime involving theft from vehicles, robbery and household burglary by 5%</b></li> <li>• Invest significantly in technology (CCTV) to improve crime detection rates and deter crime</li> <li>• Introduce the Nightsafe initiative in Bicester</li> <li>• Implement a new Cherwell Community Safety strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure at least 79% of residents when asked say they feel safe at home and in the community</li> <li>• <b>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2008/09</b></li> <li>• 30% of CCTV recorded incidents to result in arrests (estimated target of 1400)</li> <li>• Invest in the digital upgrade of the CCTV network and the use of fibre optic cables</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure at least 83% of residents when asked say they feel safe at home and in the community</li> <li>• Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure at least 84% of residents when asked say they feel safe at home and in the community</li> <li>• Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2010/11</li> </ul>
<p><b>12.</b> Involve you in making your community stronger through building cohesive communities and Neighbourhood Management</p>	<ul style="list-style-type: none"> <li>• Establish 6 Neighbourhood Action Groups (NAGs) with representation from local communities</li> <li>• Ensure community engagement during preparation of strategic assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the District-wide coverage of neighbourhood management with representatives from local communities</li> <li>• Local community survey carried out by NAGs to identify current local concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Support 4 voluntary neighbourhood management initiatives to reduce anti-social behaviour</li> <li>• Invite the public to a minimum of 3 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information and support to enable understanding and awareness between different cultures and minority groups</li> <li>• Invite the public to a minimum of 4 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Banbury Community Cohesion Group to take on a district wide approach</li> <li>• Invite the public to a minimum of 5 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>

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<p><b>13.</b> Help to deliver improved healthcare for Bicester and Banbury</p>	<ul style="list-style-type: none"> <li>Support the Oxfordshire Primary Care Trust in delivering improved local and responsive healthcare services to meet current and future needs of residents.</li> <li>Reduce the levels of increasing obesity and reduce coronary illness in under 75 year olds by 25% through joint healthy lifestyle promotion initiatives with the Oxfordshire Primary Care Trust</li> </ul>	<ul style="list-style-type: none"> <li><b>Support the provision of the best possible services at the Horton Hospital</b></li> <li><b>Support new and improved health care services for Bicester and surrounding areas</b></li> <li>Implement a new Cherwell Public Health Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Primary Care Trust to deliver the new GP-led health centre in Banbury</li> <li><b>Continue to support the provision of the best possible services at the Horton Hospital</b></li> <li><b>Continue to support new and improved health care services for Bicester and surrounding areas</b></li> <li>Establish a programme to address health inequalities in the District.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the programme to address health inequalities in the District</li> <li>To support the local health sector in retaining and developing services at the Horton General Hospital.</li> <li>To support the PCT in developing new and improved Bicester Hospital services</li> <li>Deliver 3 new health improvement initiatives across the district.</li> <li>Work with the PCT to lead the programme to address health inequalities and deprivation in the district</li> </ul>	<ul style="list-style-type: none"> <li>Review the health improvement programmes and identify any gaps in services.</li> </ul>
<p><b>14.</b> Make it easy for you to lead a healthy and active life through our countryside, leisure facilities and tourist attractions</p>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1% a year</li> </ul>	<ul style="list-style-type: none"> <li>Help increase participation in active recreation by 1%</li> <li>Prepare a funding and delivery plan for a Bicester multi-sports village</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1%</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (Baseline 450 to 578)</li> <li>Secure funding to deliver the Bicester Multi-Sports Village project</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in regular active recreation by 1% (26.3%)</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (635)</li> <li>Increase participation at joint use sports sites by 2.5%</li> <li>Promote the events section of <a href="http://www.visitnorthoxfordshire.com">www.visitnorthoxfordshire.com</a> as the</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1% (27.3)</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (698)</li> <li>Increase participation at joint use sports sites by 2.5%</li> <li>Support the voluntary sports sector (with the 2012 Olympics effect) to deliver improved sports</li> </ul>



Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
				information source for local residents and media	participation opportunities for young people
15. Make big improvements to our sports centres	<ul style="list-style-type: none"> <li>Complete the modernisation of sports centres at Bicester and Kidlington and construct a new sports centre in Banbury</li> </ul>	<ul style="list-style-type: none"> <li><b>Invest £15m in rebuilding or refurbishing our sports centres to deliver better future services in Banbury, Bicester and Kidlington</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool</b></li> <li>Replace the synthetic pitch surfaces at Coopers School and North Oxon Academy</li> </ul>	PROJECT COMPLETED	PROJECT COMPLETED
16. Provide community facilities and activities to meet local need	<ul style="list-style-type: none"> <li>Support and improve 10 existing community centres/village halls and build new centres at Banbury and Bicester where significant new housing development takes place.</li> <li>Provide 30 formal and informal recreation opportunities for young people</li> <li>Support 160 older people groups and increase the numbers of older people participating in</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 12 existing community centres/organisations and 17 village halls through grant aid funding</li> <li>Provide 820 formal and informal recreation opportunities for young people</li> <li>Increase the numbers of older people participating in group activities by 3%</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 300</li> <li>Increase participation by young people in positive activities by 1%</li> <li>Support Banbury Town Council in preparing a football development plan for the town</li> <li>Provide 850 formal and informal recreation opportunities for young people</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 500</li> <li>Increase participation by young people in positive activities by 1% (baseline figure tbc)</li> <li>Develop and implement a new Older Persons strategy with particular regard to the impact of the ageing population within the district and supporting wellbeing as we age.</li> <li>Develop and deliver, with town/village centre</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 600</li> <li>Increase participation by young people in positive activities by 1% (baseline figure tbc)</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	group activities by 10%			partnerships, programmes of events/activities in our urban centres	

## A Cleaner, Greener Cherwell

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
17. Keep streets and open spaces clean and free from litter, graffiti and abandoned vehicles and well maintained	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with street and environmental cleanliness as measured by the annual satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure at least 90% of our streets and parks are clean at any one time</b></li> <li>Extend the cleaning times of all urban centres</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase residents' satisfaction with street and environmental cleanliness from 66% to 70% by improving the removal of dog mess and abandoned vehicles</b></li> <li><b>Remove 90% of fly tipping within 48 hours of reporting</b></li> <li>Achieve 94% of land inspected at an acceptable litter standard</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 68% resident satisfaction with street and environmental cleanliness</li> <li>Reduce the amount of fly tipping by 5% on 2009/10 levels</li> <li>Remove 92% of fly tipping within 48 hours</li> <li>Achieve 95% of land inspected at an acceptable detritus standard</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with street and environmental cleanliness</li> <li>Reduce the amount of fly tipping by 10% on 2009/10 levels</li> <li>Achieve 96% of land inspected at an acceptable detritus standard</li> </ul>
18. Help you recycle so we can reduce the amount of landfill waste	<ul style="list-style-type: none"> <li>Recycle 55% of household waste</li> <li>Reduce the amount of waste sent to landfill by 5000 tons</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase the household recycling rate to 49% by 31 March 2009</b></li> <li><b>Reduce the amount of waste sent to landfill by 1500 tonnes by 31 March 2009</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Increase the household recycling rate to 50% by 31 March 2010</b></li> <li>Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010</li> <li>Introduce a food waste recycling service</li> </ul>	<ul style="list-style-type: none"> <li>Increase the household recycling rate to 56% by 31 March 2011</li> <li>Reduce the amount of waste sent to landfill by 4000 tonnes by 31 March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Increase the household recycling rate to 58% by 31 March 2011</li> <li>Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2012</li> </ul>
19. Protect our environment, wildlife habitats and the country side, by working with others	<ul style="list-style-type: none"> <li>Achieve a measurable improvement to biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 10 county wildlife site surveys</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 10 county wildlife site surveys</li> </ul>	<ul style="list-style-type: none"> <li>Produce a Biodiversity Statement and Delivery Plan and implement first year requirements</li> <li>Commission 6 farm advisory visits</li> </ul>	<ul style="list-style-type: none"> <li>Establish an accessible community woodland on the edge of Bicester</li> <li>Implement the Year 2 Biodiversity statement Delivery Plan actions</li> <li>Commission 6 farm advisory visits</li> </ul>

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<p><b>20.</b> Maximise energy efficiency and minimise carbon emissions in our own buildings, and developments</p>	<ul style="list-style-type: none"> <li>Reduce the Council's carbon emissions by 22% - excluding sports centres</li> <li>Require developers to follow best practice in the design of low carbon and sustainable development</li> </ul>	<ul style="list-style-type: none"> <li><b>Reduce the Council's carbon dioxide emissions by 4% against the 2007/08 figure</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Reduce the Council's vehicle emissions by 10% against the 2007/08 figure</b></li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Council's carbon emissions by a further 5% against the 2007/08 base position excluding sports centres</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Council's carbon emissions by a further 5% against the 2007/08 base position excluding sports centres</li> <li>Reduce carbon emissions in our recreation facilities by x% (target to be agreed using 2010 baseline)</li> </ul>
<p><b>21.</b> Keep you informed about climate change and what we can all do to help</p>	<ul style="list-style-type: none"> <li>Inform all residents annually on actions individual households can take to reduce emissions</li> <li>Establish a local climate change partnership group and develop 10 joint initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Inform all residents on actions individual households can take to reduce carbon emissions (by a special issue of Cherwell Link)</li> </ul>	<ul style="list-style-type: none"> <li>Inform all businesses on the actions they can take to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Inform all residents on the actions individual households can take to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Inform all businesses on the actions they can take to reduce carbon emissions</li> </ul>
<p><b>22.</b> Significantly improve green spaces and public places so that you really notice the difference where you live and work</p>	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 71% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 72% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 73% resident satisfaction with green spaces and public areas</li> <li>Negotiate significant green spaces in developments through S106</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 74% resident satisfaction with green spaces and public areas</li> <li>Deliver a new piece of public art in the redeveloped Bicester Town Centre</li> </ul>

## An Accessible, Value for Money Council

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p><b>23.</b> Be easy to contact, approachable and responsive</p>	<ul style="list-style-type: none"> <li>Publish our customer service standards and monitor our performance against national standards with the aim to be among the best</li> </ul>	<ul style="list-style-type: none"> <li>Introduce a single, centralised customer complaints process</li> <li><b>Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council</b></li> <li>Increase Cherwell Link to four editions per year</li> </ul>	<ul style="list-style-type: none"> <li>Provide customers with a simple choice of numbers to access Council services</li> <li>Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council</li> </ul>	<ul style="list-style-type: none"> <li>Seek accreditation for customer service under the customer service excellence award</li> <li>Support for parishes and community groups to have a website separate from ours but using our content management system</li> <li>Carry out website testing to make sure it is user friendly.</li> <li>Retain the Crystal Mark for our website.</li> </ul>	
<p><b>24.</b> Always treat everyone with dignity and respect and meet the specific needs of young people, older people, disabled people and ethnic minorities</p>	<ul style="list-style-type: none"> <li>Secure and retain level 3 status of the national equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Secure level 3 and work towards level 4 status of the national equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Work towards the achieving excellent status in the Equality Standard for Local Government</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a peer review of our performance in terms of equality, with the aim of reaching the achieving status under the local government assessment framework</li> <li>Develop a 'hardest to reach' action plan, including outreach working to improve access and take up of our services.</li> </ul>	<ul style="list-style-type: none"> <li>Work towards achieving excellent status in the Equality Standard for Local Government</li> </ul>

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<p>25. Put things right quickly if they go wrong</p>	<ul style="list-style-type: none"> <li>Resolve 95% of complaints across all three stages of the complaints process within 14 days</li> </ul>	<ul style="list-style-type: none"> <li>Baseline our existing complaints resolution performance</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>
<p>26. Deliver value for money by achieving the optimum balance between cost, quality and customer satisfaction for all services</p>	<ul style="list-style-type: none"> <li>Seek the views of our customers annually through our own customer satisfaction survey and public consultation on budget priorities</li> <li>Achieve the top rating for the Use of Resources assessment and recognition as a value for money council</li> <li>Meet government targets for efficiency improvements and maximise efficiency gains across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a score of 3 against the Key Lines of Enquiry for value for money in the Use of Resources assessment</li> <li>Secure £210,000 in efficiency savings of which £160,000 are savings in the way the Council procures goods and services</li> <li>Deliver a balanced, revenue-based budget without calling on reserves</li> </ul>	<ul style="list-style-type: none"> <li>Retain an overall score of 3 in the Use of Resources Assessment and secure a score of 4 for at least 1 of the 3 Key Lines of Enquiry</li> <li>Secure £600,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> <li><b>Make it easier for local businesses to trade with us</b></li> </ul>	<ul style="list-style-type: none"> <li>Maintain our score of 3 in the Use of Resources Assessment and improve our performance by achieving a score of 4 in at least one of the Key Lines of Enquiry.</li> <li>Secure £630,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> </ul>	<ul style="list-style-type: none"> <li>Retain a score of 4 score in the Use of Resources assessment and a score of 4 for all the Key Lines of Enquiry</li> <li>Secure £645,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> </ul>

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<p><b>27.</b> Reduce financial burden to local taxpayers</p>	<ul style="list-style-type: none"> <li>Maintain council tax rises at or below the rate of inflation (subject to amount of Government grant received)</li> </ul>	<ul style="list-style-type: none"> <li><b>Keep our council tax rise for 2009/10 to below the rate of inflation</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11</b></li> </ul>	<ul style="list-style-type: none"> <li>Keep our council tax rise to below the rate of inflation <i>REWORD TO No increase in Council Tax for Cherwell District Council Services</i></li> <li>Additional financial target to be developed (Jan 2010 after draft 2 of the budget)</li> </ul>	<ul style="list-style-type: none"> <li>Keep our council tax rise to below the rate of inflation</li> </ul>
<p><b>28.</b> Explain how your council tax is spent and why</p>	<ul style="list-style-type: none"> <li>Publish a comprehensive annual report</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>	<ul style="list-style-type: none"> <li>Bring forward the publication of our combined annual report of performance and finance for publication in June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>

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<p><b>29.</b> Work with others to provide you with local services and access to information about them</p>	<ul style="list-style-type: none"> <li>• Adopt a customer access strategy setting out how services can be delivered to all sectors of the Cherwell population</li> <li>• Provide opportunities through our one stop shop to access services delivered by other providers</li> <li>• Provide direct access through our website to information about services provided by others</li> </ul>	<ul style="list-style-type: none"> <li>• Review the outcome of the One Stop Shop pilot at Bodicote House</li> <li>• Re-launch town centre offices in Banbury and Kidlington</li> <li>• <b>Provide rural customers with more ways to access our services, including 10 new access points in local communities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Promote the web based Positive Activities Offer to young people</li> <li>• <b>Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services</b></li> <li>• Enable access to a limited number of services provided by our partners through Council access points</li> <li>• Promote local events through the North Oxfordshire.com website</li> </ul>	<ul style="list-style-type: none"> <li>• Expand access to services provided by our partners through Council access points</li> <li>• Improve access to our services by delivering a 'link points-on-legs' service that involves outreach workers attendance at least 10 community events to promote service accessibility.</li> <li>• Promote access to cultural and sporting facilities to children in the looked after sector with West Oxfordshire District Council and Oxfordshire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Re-launch the Bicester Town Centre Office</li> <li>• Expand access to services provided by our partners through Council access points</li> </ul>
<p><b>30</b> Demonstrate that we can be trusted to act properly for you</p>	<ul style="list-style-type: none"> <li>• Maintain transparent and public decision-making processes, web-casting meetings wherever possible</li> </ul>	<ul style="list-style-type: none"> <li>• Review the 6 month Webcasting pilot extension</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of public Council meetings which are webcast</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a procedure for members of the public to submit petitions to the council in both electronic and paper format.</li> <li>• Provide more information to local people about how to become a councillor.</li> </ul>	



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<p><b>31.</b> Improve the way we communicate with the public, partners and other stakeholders in order to explain what the Council is doing and why</p>	<ul style="list-style-type: none"> <li>Improve the percentage of customers who say they feel well-informed year on year</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure that 70% of our customers when asked feel well informed about the Council</b></li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 72% of our customers when asked feel well informed about the Council</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 66% of our customers when asked feel well informed about the Council</li> <li>Possible increase in the number of Cherwell Links produced</li> <li>Increase the readership of Cherwell Link</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 69% of our customers when asked feel well informed about the Council</li> </ul>
<p><b>32.</b> Listen to your views and comments, however you want to make them</p>	<ul style="list-style-type: none"> <li>Provide a choice of two-way communication channels: electronic, in person, in writing and over the telephone</li> </ul>	<ul style="list-style-type: none"> <li>Increase the proportion of customer interactions that are handled online to 14%</li> </ul>	<ul style="list-style-type: none"> <li>We will increase the percentage of transactions completed electronically to 50%</li> </ul>	<ul style="list-style-type: none"> <li>Ensure 100 of our services are available at time convenient to customers (online 24/7), with the ability to book and pay with no need to contact the council further.</li> <li>Extend opportunities for customers to feed back their experiences of our services.</li> <li>Ensure we use customer information to develop and improve our services.</li> <li>Make our annual satisfaction survey available to all residents by developing an online version.</li> </ul>	