

Appendix 1: Draft Priorities for the 5 year strategy and emerging issues for the annual business plan.

The table below highlights the four strategic priorities and areas where key objectives could be set to underpin them. These objectives will be supported with targets, measures and key projects which will be reported upon in the performance management framework.

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.	d3. Improve customer service through the use of technology and responding to customer feedback.
		c4. Work to promote and support health and wellbeing across the district.	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.
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.	c5. Provide high quality and accessible leisure opportunities.	d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.
		c6. Provide support to the voluntary and community sector.	
a5. Promote inward investment and support appropriate economic growth within the district.		c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.	d6. Deliver below inflation increases to the CDC element of Council Tax.
a6. Deliver high quality regulatory services that support the growth of the local economy.		c8. Work to ensure rural areas are connected to local services and the retail centres provided in the two market towns.	

Year 1 Detail

A Cherwell: A District of Opportunity	
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	Local Plan milestones
a2. Implement the master plan for Bicester helping to provide new housing, jobs and leisure opportunities.	Northwest Bicester Bicester Town (community building?) Graven Hill?
a3. Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.	Regeneration sites (Bretch Hill)
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.	Master plan milestones
a5. Promote inward investment and support appropriate economic growth within the district.	ED strategy milestones
a6. Deliver high quality regulatory services that support the growth of the local economy.	High quality development management: <ul style="list-style-type: none"> • Planning performance targets • Pre planning application advice • PPAs planning performance agreements Improved business regulation / commercial focus <ul style="list-style-type: none"> • Business satisfaction

B Cherwell: Safe, Green, Clean	
b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.	Recycling Targets [argument to alter the standard recycling rate once material is taken to the EfW at Ardley. Possibly use % waste diverted from landfill, which would represent 90%+] Cost of collection per household Customer satisfaction rating Tonnage? – confirm which measure to use [use kg per household per annum, for total waste arising and dry recycling] if we use overall tonnage it will not take account housing growth, and cannot be benchmarked.
b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.	Customer satisfaction ratings Clear up targets (fly tipping) Enforcement (fixed penalties and prosecutions) Reducing amounts
b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.	ASB measures Fear of crime What crime targets do we want? All crime, burglaries?
b4. Reduce our carbon footprint and protect the natural environment.	Co2 savings - carbon management plan to 2016 (22% reduction against baseline 2009/10) Green house gas report (% reductions) Cost savings associated with Co2/energy management Promoting environmental responsibility with the local community (energy efficiency & retrofitting)

C Cherwell: Thriving Communities	
c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	150 housing units Graven Hill OCC strategic sites released Self build
c2. Work with partners to support financial inclusion and help local people into paid employment.	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 NEETS, skills development apprenticeships and job clubs
c3. Provide high quality housing options advice and support to prevent homelessness.	Commissioning and delivery of a new Homelessness prevention strategy Homelessness Temporary accommodation
c4. Work to promote and support health and wellbeing across the district.	Health and well being partnership
c5. Provide high quality and accessible leisure opportunities.	Usage Participation Activities for older people Activities for younger people
c6. Provide support to the voluntary and community sector.	Voluntary sector engagement Grants to community associations Distribution of NHB funds?
c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.	Conservation reviews
c8. Work to ensure rural areas are connected to local services.	Rural broadband

D Cherwell: Sound budgets and a customer focused Council	
d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.	Joint working programme HR strategy including developing organisational capacity and efficiency through workforce planning and development Progress towards new service delivery models – savings/income
d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs	Business engagement (satisfaction) Communications strategy Customer satisfaction ratings
d3. Improve customer service through the use of technology and responding to customer feedback.	Channel Shift / online transactions Individual Electoral Registration
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.	Delivery of annual balanced budget Delivery of annual business plan Budget variance Savings made
d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.	Development of a new asset management strategy Community Land Trust
d6. Deliver below inflation increases to the CDC element of Council Tax.	CDC Council Tax element frozen for 14/15