



DISTRICT COUNCIL
NORTH OXFORDSHIRE

Proposed key objectives, key deliverables and Pledges for 2016/17

Summary:

- 4 strategic priorities remain as per the current year however Thriving Communities becomes A Thriving Community
- 21 key objectives (two less than last year)
 - **District of Opportunity** = 5 key objectives (one less than last year)
 - **Safe, Green, Clean** = 4 key objectives
 - **A Thriving Community** = 8 key objectives
 - **Sound Budgets and Customer Focused Council** = 4 key objectives (two less than last year)
- 10 Pledges

Guidance notes:

- 21 key objectives in bold
- 10 proposed Pledges for 2016/17 are marked in the document and consolidated on the back page.

Implement the Cherwell Local Plan as the framework for sustainable housing, new employment and infrastructure investment over the next 20 years

- **Pledge** Banbury and Kidlington Masterplans adopted as Supplementary Planning Documents
- Prepare draft Local Plan Part 2 and commence partial review of Local Plan Part 1 to address the unmet need of Oxford

Complete and implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities

- **Pledge** Northwest Bicester: continue to facilitate the planning applications for the site
- Northwest Bicester: delivery of the Eco – Bicester business centre
- **Pledge** Graven Hill: deliver the demonstration project on the Graven Hill site
- Graven Hill: set up a sales and marketing suite to promote the plots
- Engage with the community and stakeholders to assist in the definition and delivery of the Garden Town - Bicester

Complete and implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities

- Prepare a scheme for the redevelopment of the Bolton Road site
- Secure a start on site by the developer subject to the detailed development agreement being completed, and maximise the Council's income and returns from Castle Quay and Castle Quay 2
- Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment
- Support The Mill as the primary town centre arts provision in its development activities

Promote inward investment and support business growth within the District

- Support business growth, skills and employment in local companies and the visitor economy to strengthen the economy of the District
- Continue to use the Cherwell Investment Partnership as a hub for inward investment and ensuring sufficient business sites and employment land are available to meet the needs of the District
- Produce marketing material to promote commercial and industrial business sites to the area

Deliver high quality regulatory services that support the growth of the local economy

- Develop a whole council approach to supporting businesses utilising Better Business principles and promote our compliance with the Regulator's Code
- Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial and residential projects

Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible

- Achieve 55% recycling rate
- Maintain levels of customer satisfaction with the recycling and waste services
(2015 Customer Satisfaction Survey: overall satisfaction with waste collection 84%)
(2015 Customer Satisfaction Survey: overall satisfaction with recycling collection 86%)

Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises

- Maintain customer satisfaction with street cleansing
(2015 Customer Satisfaction Survey: overall satisfaction with street cleansing 69%)
- **Pledge** Undertake 6 neighbourhood blitzes with community involvement

Work with partners to help ensure the District remains a low crime area, reducing fear of crime, tackling Anti-Social Behaviour and focussing on safeguarding our residents and businesses

- Develop an alternative CCTV operational system for our urban centres
- **Pledge** Continue to work with the local police and licence holders to ensure our town centres remain clean, safe and vibrant in the evenings

Reduce our carbon footprint and protect the natural environment

- Deliver the Council's Biodiversity Action Plan "Protecting and Enhancing Cherwell's Natural Environment"
- Implement a new carbon management plan from 2015-20 which increases the energy efficiency of the organisation and lowers the carbon footprint



Deliver affordable housing and work with private sector landlords to help improve affordable housing options

- **Pledge** Deliver 190 units of affordable housing including a high proportion constructed using self-build methods
- Promote the establishment of an off-site construction factory in Bicester for the long term production of kit homes for affordable and self-build housing
- Encourage private sector landlords to improve their stock through targeted grant action and other housing advice

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 continued welfare reform and administration of benefits
- **Pledge** Continue to support skills development, apprenticeships and job clubs in order to keep unemployment at historic low levels.

Provide high quality housing options advice and support to prevent homelessness

- Deliver the actions identified within the revised Homelessness Prevention Strategy adopted by the council

Work to provide and support health and wellbeing across the District

- Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector
- Work with volunteer groups to help deliver improved transport schemes to support health and wellbeing needs
- **Pledge** Delivery of the Brighter Futures in Banbury programme to provide opportunities for some of the District's most disadvantaged people

Provide high quality and accessible leisure opportunities

- Maintain a minimum usage level of visits to leisure facilities
- (2015 Customer Satisfaction Survey: Overall satisfaction with leisure facilities 69%)
- Complete Phase 2 pavilion works for South West Bicester Sports Village
- Increase access to leisure and recreation opportunities through development and outreach work
- Commence the improvement of Woodgreen Leisure Centre and a long term operating contract
- Deliver with the aid of external funding the redevelopment of The Hill in Banbury
- Establish new management arrangements for Stratfield Brake Sports Ground on behalf of Kidlington Parish Council

Provide support to the voluntary and community sector

- Implement the agreed social and community infrastructure for housing developments across the District
- Support the District's voluntary sector and community groups
- Support the growth & development of neighbourhood community associations
- Increase and promote volunteering opportunities throughout the District
- Support the Local Strategic Partnership in addressing the key issues of the District

Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas

- Continue the programme of Conservation Reviews
- Provide design guidance on major developments

Work to ensure rural areas are connected to local services

- Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across rural parts of the District

Pledge: Reduce the cost of providing our services through partnerships, joint working and other service delivery models

- Review key business processes to ensure they enhance performance, reduce cost and are designed around the customer
- Increase the number of services which can be accessed and paid for online
- Establish appropriate commercial arrangements that will enable the councils to trade, develop assets and generate income which will support the long term financial sustainability of the organisation and underpin sustainable economic growth within the District.
- Deliver the ICT Strategy
- Maximise income coming in to the authority to include:
 - New Homes Bonus
 - Business Rates
 - Council Tax
 - External Funding

Continue to communicate effectively with local residents and businesses

- Continue to increase our use of digital media to communicate with residents and local businesses
- Continue to develop our business focused communications

Deliver the five year business strategy, medium term revenue plan and a capital programme that ensures the Council is resourced to achieve its strategic priorities

- Deliver an annual balanced budget and the Medium Term Revenue Plan
- **Pledge** Deliver the savings targets (TBC post December budget) within the agreed timescales

Deliver below inflation increases to the CDC element of Council Tax

- CDC Council Tax element frozen for 2016-17

Proposed Performance Pledges 2016/17

Cherwell: a district of opportunity

- ➔ Northwest Bicester: continue to facilitate the planning applications for the site.
- ➔ Graven Hill – deliver the demonstration project on the Graven Hill site
- ➔ Banbury and Kidlington Masterplans adopted as Supplementary Planning Documents

Cherwell: safe, green, clean

- ➔ Undertake 6 neighbourhood blitzes with community involvement
- ➔ Work with the local police and licence holders to ensure our town centres remain clean, safe and vibrant in the evenings.

Cherwell: a thriving community

- ➔ Continue working with our partners to provide support to the most vulnerable individuals and families in the District, building on the Brighter Futures in Banbury programme.
- ➔ Deliver 190 units of affordable housing including a high proportion constructed using self-build methods
- ➔ Continue to support skills development, apprenticeships and job clubs in order to keep unemployment at historic low levels

Cherwell: sound budgets and customer focused council

- ➔ Deliver the savings target £xxx (TBC post Dec budget) within the agreed timescales.
- ➔ Reduce the cost of providing our services through partnerships, joint working and other service delivery models