



DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## **Draft strategic priorities, key objectives and key deliverables for 2015/16 for consultation.**

### **Summary:**

**4 strategic priorities**

**24 key objectives**

- **District of Opportunity = 6 key objectives**
- **Safe, Green, Clean = 4 key objectives**
- **Thriving Communities = 8 key objectives**
- **Sound Budgets and Customer Focussed Council = 6 key objectives**

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

- Deliver a Community Infrastructure Levy (CIL), Bicester, Banbury Town and Kidlington Masterplans and SPDs for strategic sites to guide investment.

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

- Northwest Bicester: facilitate the 5 applications for the site
- Northwest Bicester: delivery of the Eco – Bicester business centre
- Complete the Bicester town centre regeneration including the council commercial community building
- Graven Hill: deliver the demonstration project on the Graven Hill site
- Graven Hill: set up a sales and marketing suite to promote the plots
- Graven Hill: appoint an infrastructure contractor
- Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch)

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

- The extension and improvement of Woodgreen Leisure centre as a better facility for the town
- 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
- Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration
- Develop a car parking strategy for the town
- Review future arts provision
- **Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre afforded by its location.**
- Agree the next steps for the development options for Kidlington against agreed timescales and milestones
- Establish new management arrangements for SBSG on behalf of KPC

## Cherwell: A District of Opportunity cont...

### **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.**

- Build on the Council's 'Better Business' approach to support new and existing businesses
- Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial projects
- Identify the blockages to development and investigate a range of solutions, in consultation with planning agents
- Provide high quality responsive regulatory services
- Embed the Regulatory Code and Corporate Enforcement Policy

## Cherwell: Safe, Green, Clean

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

- Maintain a minimum 57% recycling rate
- Maintain levels of customer satisfaction with the recycling and waste services

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

- Maintain customer satisfaction with street cleansing
- 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.**

- To develop an alternative CCTV operational system for our Urban centres
- Continue to work with the local police and licence holders to ensure our town centres remain 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"
- Develop and begin Implementation of a new carbon management plan from 2015-20 which increases the energy efficiency of the organisation and lowers the carbon footprint

## Cherwell: Thriving Communities

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

- Deliver 150 units of affordable housing and 100 self-build housing projects as part of the HCA funded Build! programme whilst exploring new diverse funding regimes for the longer term sustainability of affordable housing across the district. And the potential development of an off-site construction facility for the long term production of off-site units for affordable housing
- Extend the current enforcement action within the private sector to bring back into use empty dwellings, and improve the housing sector private stock. 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 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 people.
- 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.
- Extend Jobs Match service to support local companies to fill vacancies
- Extend the contract with CAB for debt advice, volunteering and volunteer driver scheme

### **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.
- Enable the development of volunteer transport schemes to support the health and wellbeing needs of vulnerable residents.

## Cherwell: Thriving Communities cont.

### **Provide high quality and accessible leisure opportunities.**

- Maintain a minimum usage level of visits to leisure facilities
- Commence Phase 2 pavilion works for South West Bicester Sports Village
- Increase access to leisure and recreation opportunities through development and outreach work
- Procure new contract arrangements for Woodgreen Leisure Centre including new dry side facilities
- To construct a new pavilion and open the new outdoor sports facilities at Bicester Sports Village

### **Provide support to the voluntary and community sector.**

- Secure social and community infrastructure for housing developments across the District
- Continue to support the voluntary sector and community groups
- Continue to support the growth & development of neighbourhood community associations
- Increase and promote volunteering opportunities throughout the District.
- Local Strategic Partnership

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

- Continue 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 the District
- “Rural Proof” significant new policies and initiatives to ensure they are equitable to rural residents

## Cherwell: Sound Budgets and Customer Focused Council

### **Reduce the cost of providing our services through partnerships, joint working and other service delivery models.**

- Extend the joint working programme to include:
  - New methods of service delivery
  - More services delivered in partnership
- 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 on 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.
- Make successful bids for external funding
- Maximise income through designing services and implementing delivery vehicles that can attract a market
- Deploy solutions which reduce 'non-productive' time spent travelling between sites and deliver reductions in mileage and subsistence costs through increased use of technologies such as video conferencing.
- Review all ICT contracts to harmonise where possible to gain cost savings through economies of scale achieved through increased joint working.

### **Work to effectively communicate with local residents and businesses to better understand and respond to their needs**

- Continue to increase our use of social media to communicate with residents and local businesses
- Continue to support the increased use of the Council website as a communications and transactional tool
- Continue to develop the Council's website and maintain the SOCITM rating of 3/ 4 stars
- Continue to develop our business focused communications

## Cherwell: Sound Budgets and Customer Focused Council cont.

### **Improve customer service through the use of technology and responding to customer feedback.**

- 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 self-services
- 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:
  - Improved information signposting
  - More information on-line
  - Improved letters and communications with clear, understandable instructions and information

### **Deliver rolling strategy of the five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.**

- Deliver the rolling annual balanced budget setting of the financial plan (Medium Term Financial Strategy)
- Deliver the savings targets within the agreed timescales
- Develop and implement a Car parking strategy
- Continue the implementation of the programme of harmonisation of ICT business applications with our core partners; SNC and SDC.
- Insert appropriate working to reflect decision in relation to proposed new strategic governance operating model (subject to decisions of the 3 councils)

### **Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.**

Develop and implement a commercial investment strategy, incorporating DTZ recommendations as adopted.

### **Deliver below inflation increases to the CDC element of Council Tax.**

- CDC Council Tax element frozen for 15/16



### Section 3: Performance Pledges 2015/16

Each year from the agreed key objectives and actions detailed across our strategic priorities several are highlighted as performance pledges. These are key activities that reflect local priorities and these pledges demonstrate our commitment to the delivery of important local services and new projects to help make Cherwell a great place to live. Our pledges to the residents of Cherwell are included published within the council tax leaflet, delivered to every household in the District; in every quarterly review of progress undertaken by the Council's Executive and in our annual report, published at the end of each financial year. For 2015/16 our pledges are: -

#### Cherwell: a district of opportunity

- Make progress onsite for the initial housing development at North West Bicester.
- Progress work on North West Bicester exemplar site
- Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots
- Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration
- Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre

#### Cherwell: safe, green, clean

- Maintain the District's high recycling rate
- Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes
- Work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings.

#### Cherwell: thriving communities

- 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 150 units of affordable homes in the District and support opportunities for self-build and developing self-build skills.
- 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.

#### Cherwell: sound budgets and customer focused council

- Deliver the savings target £500,000 within the agreed timescales.
- Continue to improve our website, and implement additional online services for customers
- Extend the Joint working Transformation Programme to enable the council to save money and maintain a low council tax.