

Corporate Plan 2008/9-2011/12

Refresh for 2010/11

DRAFT

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"> Set and commence the delivery of a multi-agency programme to address inequalities in targeted areas in Banbury Undertake a community engagement activity in Banbury to ensure local people's views are included in the development of the pilot programme. 	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"> Consultation on masterplan for the site Submission of LDF Core Strategy including NW Bicester Committee approval of masterplan Approval of detailed planning application for demonstration project Start on-site demonstration projects Submission of outline planning application for whole site based on the approved masterplan 	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"> Have a new Local Development Framework in place by 2009 	<ul style="list-style-type: none"> Present and consult on choices about major development locations in the District (taking into account the Government's Eco Towns Programme) 	<ul style="list-style-type: none"> Submit Local Development Framework Core Strategy (Note: delayed due to Eco Town decision process) Complete Canalside Regeneration Area Supplementary Planning Document (SPD) draft 	<ul style="list-style-type: none"> Submit the Local Development Framework Core Strategy incorporating the North West Bicester Eco Town designation Start Bicester Eco Town Demonstration Projects Approval of Canal side Regeneration Area SPD 	<ul style="list-style-type: none"> Public examination and adoption of LDF Core Strategy Submission and public examination of LDF Delivery Planning Document (DPD) Adopt the Planning Obligations and Building in Harmony with the Environment SPDs
2. Provide business land and premises opportunities to support local economic development	<ul style="list-style-type: none"> Complete an employment land assessment and include provision of at least 2 major new business sites in the Local Development Framework Start construction on Bicester Town Centre Development 	<ul style="list-style-type: none"> Complete land assessments for business sites in the Local Development Framework 	<ul style="list-style-type: none"> Work with partners to start the Bicester town centre development. (Note: main development start likely to be delayed to 2010/11 due to economic climate and essential revisions to scheme) LDF Core strategy submission to include justification for new employment land provision 	<ul style="list-style-type: none"> Significant construction progress on Bicester town centre development LDF draft to include proposals for at least two major new business sites 	<ul style="list-style-type: none"> Bicester town centre scheme completed Land provision for at least two major new business sites secured
3. Support business success by fostering innovation and helping businesses to recruit and retain skilled employees	<ul style="list-style-type: none"> Contribute to creating 1100 new jobs in the District within the overall Economic Development Strategy target of 6200 	<ul style="list-style-type: none"> Contribute to the creation of 200 new jobs 	<ul style="list-style-type: none"> Contribute to the creation of 200 new jobs Help and support Cherwell's residents and businesses through uncertain times 	<ul style="list-style-type: none"> Contribute to the creation of 300 new jobs 	<ul style="list-style-type: none"> Contribute to the creation of 400 new jobs

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

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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	affordable homes	homes	from the SW Bicester project) <ul style="list-style-type: none"> • Deliver 100 affordable homes 	homes
7. Give you advice and support to find a home if you are without one	<ul style="list-style-type: none"> • Develop the housing service to provide information on the full range of housing opportunities within the District and including information on all housing tenures • Develop a range of information to help people understand their housing options, and the range of support that is available to them 	<ul style="list-style-type: none"> • Expand Choice Based Letting to be a countywide scheme • Temporary Accommodation Strategy approved 	<ul style="list-style-type: none"> • Fully integrated Choice Based Letting scheme and housing advice available through the Customer Contact Centre • Temporary Accommodation Strategy operational 	<ul style="list-style-type: none"> • 85% customer satisfaction with Choice Based Letting Scheme • Produce a revised Cherwell Housing Strategy responding to the recession • Temporary Accommodation Strategy outcomes achieved 	<ul style="list-style-type: none"> • 90% customer satisfaction with Choice Based Letting Scheme • Temporary Accommodation Strategy outcomes achieved
8. Improve the standard of housing particularly for vulnerable people	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Spend £300,000 on investing in better quality housing for vulnerable people 	<ul style="list-style-type: none"> • Spend £400,000 on investing in better quality housing for vulnerable people 	<ul style="list-style-type: none"> • Spend £420,000 on investing in better quality housing for vulnerable people 	<ul style="list-style-type: none"> • Spend £440,000 on investing in better quality housing for vulnerable people

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	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"> Complete environmental enhancement schemes for Watts Way, Kidlington and Parsons Street, Banbury 	<ul style="list-style-type: none"> Complete the design of the environmental enhancement scheme for Parson's Street, Banbury Enhance the village centre environment of Kidlington through the replacement of the street furniture 	<ul style="list-style-type: none"> Make major improvements to Parsons Street, Banbury Undertake improvements to open markets Invest in enhancement of market square in Bicester (Note: delayed scheme) Implement the Banbury Visitor Management Plan Prepare a Banbury Residents Parking Scheme 	<ul style="list-style-type: none"> Strategy in place for Canalside Banbury Start Banbury Flood Alleviation Scheme 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) 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. Develop implementation plans for Civil Parking Enforcement Decide on a Banbury Residents Parking Scheme Implement revised Bicester Residents Parking Scheme Implement a new Banbury Market operation 	<ul style="list-style-type: none"> Further programme of environmental enhancement and regeneration projects for urban centres agreed Banbury Flood Alleviation Scheme in place Implement an Integrated Parking Strategy in urban areas With partners improve the quality of civic and performance facilities in Bicester alongside the ecotown development

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

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

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

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				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"> Complete the modernisation of sports centres at Bicester and Kidlington and construct a new sports centre in Banbury 	<ul style="list-style-type: none"> Invest £15m in rebuilding or refurbishing our sports centres to deliver better future services in Banbury, Bicester and Kidlington 	<ul style="list-style-type: none"> Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool Replace the synthetic pitch surfaces at Coopers School and North Oxon Academy 	PROJECT COMPLETED	PROJECT COMPLETED
16. Provide community facilities and activities to meet local need	<ul style="list-style-type: none"> Support and improve 10 existing community centres/village halls and build new centres at Banbury and Bicester where significant new housing development takes place. Provide 30 formal and informal recreation opportunities for young people Support 160 older people groups and increase the numbers of older people participating in 	<ul style="list-style-type: none"> Support and improve 12 existing community centres/organisations and 17 village halls through grant aid funding Provide 820 formal and informal recreation opportunities for young people Increase the numbers of older people participating in group activities by 3% 	<ul style="list-style-type: none"> Support and improve 18 community recreation venues through grant aid funding Increase the numbers of new older people participating in group activities by 300 Increase participation by young people in positive activities by 1% Support Banbury Town Council in preparing a football development plan for the town Provide 850 formal and informal recreation opportunities for young people 	<ul style="list-style-type: none"> Support and improve 18 community recreation venues through grant aid funding Increase the numbers of new older people participating in group activities by 500 Increase participation by young people in positive activities by 1% (baseline figure tbc) 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. Develop and deliver, with town/village centre 	<ul style="list-style-type: none"> Support and improve 18 community recreation venues through grant aid funding Increase the numbers of new older people participating in group activities by 600 Increase participation by young people in positive activities by 1% (baseline figure tbc)

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

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

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>23. Be easy to contact, approachable and responsive</p>	<ul style="list-style-type: none"> Publish our customer service standards and monitor our performance against national standards with the aim to be among the best 	<ul style="list-style-type: none"> Introduce a single, centralised customer complaints process Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council Increase Cherwell Link to four editions per year 	<ul style="list-style-type: none"> Provide customers with a simple choice of numbers to access Council services Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council 	<ul style="list-style-type: none"> Seek accreditation for customer service under the customer service excellence award Support for parishes and community groups to have a website separate from ours but using our content management system Carry out website testing to make sure it is user friendly. Retain the Crystal Mark for our website. 	
<p>24. 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"> Secure and retain level 3 status of the national equality standard 	<ul style="list-style-type: none"> Secure level 3 and work towards level 4 status of the national equality standard 	<ul style="list-style-type: none"> Work towards the achieving excellent status in the Equality Standard for Local Government 	<ul style="list-style-type: none"> 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 Develop a 'hardest to reach' action plan, including outreach working to improve access and take up of our services. 	<ul style="list-style-type: none"> Work towards achieving excellent status in the Equality Standard for Local Government

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

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<p>27. Reduce financial burden to local taxpayers</p>	<ul style="list-style-type: none"> Maintain council tax rises at or below the rate of inflation (subject to amount of Government grant received) 	<ul style="list-style-type: none"> Keep our council tax rise for 2009/10 to below the rate of inflation 	<ul style="list-style-type: none"> Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11 	<ul style="list-style-type: none"> No increase in Council Tax for Cherwell District Council Services Take the steps needed to address the MTFS future deficit by developing a clear action plan which will reduce Council expenditure by the beginning of 2011/12 	<ul style="list-style-type: none"> Keep our council tax rise to below the rate of inflation
<p>28. Explain how your council tax is spent and why</p>	<ul style="list-style-type: none"> Publish a comprehensive annual report 	<ul style="list-style-type: none"> Produce a combined annual report of performance and finance 	<ul style="list-style-type: none"> Produce a combined annual report of performance and finance 	<ul style="list-style-type: none"> Bring forward the publication of our combined annual report of performance and finance for publication in June 2010 	<ul style="list-style-type: none"> Produce a combined annual report of performance and finance

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p>29. Work with others to provide you with local services and access to information about them</p>	<ul style="list-style-type: none"> • Adopt a customer access strategy setting out how services can be delivered to all sectors of the Cherwell population • Provide opportunities through our one stop shop to access services delivered by other providers • Provide direct access through our website to information about services provided by others 	<ul style="list-style-type: none"> • Review the outcome of the One Stop Shop pilot at Bodicote House • Re-launch town centre offices in Banbury and Kidlington • Provide rural customers with more ways to access our services, including 10 new access points in local communities 	<ul style="list-style-type: none"> • Promote the web based Positive Activities Offer to young people • Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services • Enable access to a limited number of services provided by our partners through Council access points • Promote local events through the North Oxfordshire.com website 	<ul style="list-style-type: none"> • Expand access to services provided by our partners through Council access points • 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. • Promote access to cultural and sporting facilities to children in the looked after sector with West Oxfordshire District Council and Oxfordshire County Council 	<ul style="list-style-type: none"> • Re-launch the Bicester Town Centre Office • Expand access to services provided by our partners through Council access points
<p>30 Demonstrate that we can be trusted to act properly for you</p>	<ul style="list-style-type: none"> • Maintain transparent and public decision-making processes, web-casting meetings wherever possible 	<ul style="list-style-type: none"> • Review the 6 month Webcasting pilot extension 	<ul style="list-style-type: none"> • Increase the number of public Council meetings which are webcast 	<ul style="list-style-type: none"> • Establish a procedure for members of the public to submit petitions to the council in both electronic and paper format. • Provide more information to local people about how to become a councillor. 	

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p>31. 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"> Improve the percentage of customers who say they feel well-informed year on year 	<ul style="list-style-type: none"> Ensure that 70% of our customers when asked feel well informed about the Council 	<ul style="list-style-type: none"> Ensure that 72% of our customers when asked feel well informed about the Council 	<ul style="list-style-type: none"> Ensure that 66% of our customers when asked feel well informed about the Council Possible increase in the number of Cherwell Links produced Increase the readership of Cherwell Link 	<ul style="list-style-type: none"> Ensure that 69% of our customers when asked feel well informed about the Council
<p>32. Listen to your views and comments, however you want to make them</p>	<ul style="list-style-type: none"> Provide a choice of two-way communication channels: electronic, in person, in writing and over the telephone 	<ul style="list-style-type: none"> Increase the proportion of customer interactions that are handled online to 14% 	<ul style="list-style-type: none"> We will increase the percentage of transactions completed electronically to 50% 	<ul style="list-style-type: none"> 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. Extend opportunities for customers to feed back their experiences of our services. Ensure we use customer information to develop and improve our services. Make our annual satisfaction survey available to all residents by developing an online version. 	