

Corporate Plan 2011/12

Appendix 4

Cherwell District Council's new corporate plan will be developed for the same period as covered by the comprehensive spending review (4 years 2011/12 - 14/15). This version outlines the Council's priorities for **year one** of the period (**2011-2012**) taking into account the reductions in the Council's net budget. This draft outlines the Council's four strategic priorities and the objectives that underpin each one. The performance of each objective will be monitored through either progress against projects, key milestones or numerical performance measures. Detailed targets and performance milestones will be set out in the Council's Performance Management Framework, which will be received by Executive at their meeting in March 2011.

	A A District of Opportunity	B A Cleaner Greener Cherwell	C A Safe, Healthy and Thriving Community	D An Accessible Value for Money Council
1	<p>Work with partners to tackle disadvantage in the District.</p> <ol style="list-style-type: none"> Support vulnerable residents through challenging economic times (<i>numerical measures homelessness, temporary accommodation, mortgage rescue, and project measures - supporting residents through benefits reforms</i>) Work with our partners to reduce the number of young people not in education employment or training across the district (<i>numerical measure</i>) Support local people into work (<i>apprenticeships and the Job Club - project measure</i>) Deliver the Brighter Futures in Banbury programme (<i>project measure and performance scorecard</i>) 	<p>Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district.</p> <ol style="list-style-type: none"> Increase the household recycling rate to above 60% (<i>numerical measure</i>) Reduce the amount of waste sent to landfill (<i>numerical measure - tonnes</i>) Maintain the current high levels of customer satisfaction with our recycling and waste collection services (<i>numerical measure – survey</i>) 	<p>Work with partners to support the development of safe and thriving local communities and neighbourhoods.</p> <ol style="list-style-type: none"> Continue to provide a wide range of recreational activities and opportunities of young people across the district (<i>project measure & numbers participating</i>) Work with partners to maintain already low levels of crime in the district (<i>numerical measures -crime & ASB</i>) Improve the condition of homes in the district to make them safer and healthier (<i>project measure</i>) 	<p>Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services.</p> <ol style="list-style-type: none"> Secure savings of at least £1m to help meet the reduction in our government funding (<i>financial measure against medium term financial strategy</i>) Ensure the Council's budget is matched to strategic priorities and services are able to demonstrate they provide value for money (<i>finance/project measure</i>)
2	<p>Balance economic development and housing growth.</p> <ol style="list-style-type: none"> Deliver 500 new homes including through planned major housing projects (<i>measured through the AMR- number of new homes, numerical measure</i>) Deliver 100 affordable homes in the district (<i>numerical measure</i>) Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships (<i>project measure</i>) 	<p>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe.</p> <ol style="list-style-type: none"> Maintain high levels of residents' satisfaction with street and environmental cleanliness (<i>numerical measure – survey</i>) Increase the number of bring bank recycling sites in the district (<i>numerical measure</i>) Work with local communities to continue the programme of neighbourhood litter blitzes (<i>numerical measure</i>) 	<p>Support the local community, voluntary and not for profit sectors to play an active role in the district.</p> <ol style="list-style-type: none"> Work with the local voluntary sector to provide advisory services for the local community (<i>project measure</i>) Support volunteering across the district (<i>project measure</i>) Prepare a new community development strategy to ensure the Council's work in this area provides value for money and addresses local need (<i>project measure</i>) 	<p>Work with partners to reduce Council costs.</p> <ol style="list-style-type: none"> Reduce senior management costs by implementing a single shared senior management team with South Northamptonshire Council (<i>financial measure</i>) Explore opportunities to reduce costs by working with partners including South Northamptonshire Council, to develop alternative service delivery models or shared services. (<i>project measure</i>)

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3	<p>Develop a robust and locally determined planning framework.</p> <ol style="list-style-type: none"> 1. Develop a clear long term local development framework for the district <i>(project measure)</i> 2. Prepare an updated policy for developer contributions and deliver at least £1million funding for infrastructure improvements. <i>(project measure)</i> 3. Protect and enhance the quality of the built environment <i>(planning appeals and project measures)</i> 	<p>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same.</p> <ol style="list-style-type: none"> 1. Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs <i>(project measure and co2 numerical measure)</i> 2. Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills <i>(project measure)</i> 	<p>Provide good quality recreation and leisure opportunities in the district.</p> <ol style="list-style-type: none"> 1. Make progress on the South West Bicester multi-sports village <i>(project measure)</i> 2. Maintain current levels of visits/usage to district leisure centres <i>(numeric measure)</i> 3. Secure the long term future of Banbury museum, reducing the cost for local taxpayers and maintaining access for the community <i>(project measure)</i> 	<p>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance.</p> <ol style="list-style-type: none"> 1. Improve the information available to the public about our costs and performance, maintaining the publication of all items of expenditure over £500 <i>(project measure)</i> 2. Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities <i>(project measure)</i>
4	<p>Work to improve the quality and vibrancy of our town centres and urban areas.</p> <ol style="list-style-type: none"> 1. Start building the new shops and cinema in Bicester Town Centre <i>(project measure)</i> 2. Make progress on the Canal side Regeneration programme in Banbury <i>(project measure)</i> 3. Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury <i>(project measure)</i> 	<p>Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living.</p> <ol style="list-style-type: none"> 1. Deliver the Eco-Bicester demonstration projects <i>(project measure)</i> 2. Work with all parties to achieve an acceptable scheme on the initial 400 home development <i>(project measure)</i> 3. Ensure there are opportunities for local people to participate in the Eco-Bicester programme <i>(project measure)</i> 	<p>Support improvement of local health facilities, services and standards across the district.</p> <ol style="list-style-type: none"> 1. Work to promote active and independent lifestyles amongst older people <i>(project measure: the Ageing Successfully programme)</i> 2. Support the local NHS to retain and develop health services at the Horton General Hospital <i>(project measure)</i> 3. Continue to support new and improved health services in Bicester and the surrounding area <i>(project measure)</i> 	<p>Work to ensure we provide good customer service through the delivery of high quality and accessible services.</p> <ol style="list-style-type: none"> 1. Maintain high rates of customer satisfaction with our Services <i>(70% numerical measure—annual survey)</i> Maintain existing levels of satisfaction with information provided by the Council <i>(69% in 2010/11 numerical measure - annual survey)</i> 2. Enable you to book appointments online for our ten most used Council services <i>(project measure)</i>

Highlighted objectives will form the Council's Public Pledges and will be included in the Council Tax Leaflet.

Draft Pledges 2011/12

1. Work with our partners to reduce the number of young people not in education, employment or training across the district
2. Deliver 100 affordable homes in the district
3. Start building the new shops and cinema in Bicester Town Centre

A Cleaner, Greener District

1. Increase the household recycling rate to above 60%
2. Maintain high levels of residents' satisfaction with street and environmental cleanliness
3. Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs
4. Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills
5. Deliver the Eco-Bicester demonstration projects

A Safe, Healthy and Thriving District

1. Continue to provide a wide range of recreational opportunities and activities for young people across the district.
2. Work with partners to maintain already low levels of crime in the district

A Value for Money Council

1. Secure savings of at least £1m to help meet the reduction in our government funding.
2. Improve the information available to the public about our costs and performance, maintaining the publication of all items of expenditure over £500
3. Maintain high levels of customer satisfaction with our services
4. Enable you to book appointments online for our ten most used Council services

NB. These pledges are in draft format