

Report of: Chief Executive

To: Executive Board

Date: 6 November 2006

Item No:

Title of Report : Approval of The Oxford Plan 2007-2010



Summary and Recommendations

Purpose of report: This report seeks approval of The Oxford Plan 2007-2010.



Key decision: Yes



Portfolio Holder: John Goddard (Overarching Responsibility)

Scrutiny Responsibility: Finance Scrutiny



Board(s) affected: All

Report Approved by

Portfolio Holder: John Goddard

Legal: Jeremy Thomas

Finance: Penny Gardner



Policy Framework: The Oxford Plan 2006-2009



Recommendation(s):

Executive Board is asked to commend to Council the Oxford Plan 2007-2010.

2 – Executive Board is asked to approve the design approach for the production of final copy.



Background

- 1.1 Oxford City Council succeeded in producing its first two annual corporate plans, The Oxford Plan, for 2005-2008 and 2006-2009. Both plans successfully combined organisational objectives for the document with the government requirements for Best Value Performance Plans and received unqualified audits from the Audit Commission.
- 1.2 In the first two years much of the work involved in developing the plans focussed on establishing the consultation and business planning processes necessary for their development. As these processes become more mature and embedded this will permit a greater focus on improving the quality and accessibility of the document.
- 1.3 In the second year consultation and cross-party working to develop and agree the 7 Strategic Priorities was extensive, running from June through to November. Good practice requires stability of strategic priorities to give an organisation the opportunity to focus on them and deliver against related objectives. Substantial changes at this level would be justified only if there were compelling changes in circumstance. Consultation during 2006 therefore focussed on identifying the key outcomes that the council should commit to achieving under each of those 7 Strategic Priorities.
- 1.4 Further work in the second year developed stronger links to the Business Unit Plans, providing a framework for their development with direct links to corporate plan commitments and how managers proposed to achieve them. The development framework also provides the details for the performance team to build the Oxford Plan Monitoring Framework into CorVu for quarterly monitoring. There remains a need to improve content quality, particularly in terms of ensuring outcome-based objectives, appropriate measures and robust targets. Work to support managers in this will begin as soon as the corporate plan is approved.
- 1.5 The report to EB in August outlined the objectives for business planning this year and for the Oxford Plan 2007-2010. The objectives for the plan itself were:
 - To deliver a shorter, more accessible and user-friendly Oxford Plan.
 - To better focus the Council's commitments by having fewer of them and selecting those with the strongest community demand and support, that will best help the council towards achievement of its strategic aims.

Consultation

- 2.1 Consultation took place from 30 August 2006 to 26 September 2006. Results were then collated and analysed and findings presented to leaders of all political groups. A cross-party meeting took place on 9th October 2006 at which a more focussed set of commitments to each strategic priority was identified. This more focussed set of commitments was largely a refinement of existing commitments and was informed by the consultation outcomes.

- 2.2 Since the meeting on 9th October the Oxford Plan 2007-2010 has been redrafted based on these revised commitments to go forward to Executive Board and Council in November. This timetable meshes during its final weeks with that for the production of draft Business Unit Plans to permit discussion between officers and councillors on specific actions and targets that support the Oxford Plan prior to budget setting.
- 2.3 The Business Unit Plan development timetable in its turn meshes with that for production of a part two publication of the Oxford Plan with the BVPI data, the end of year report and the production of the Oxford Plan Monitoring Report for the first quarter monitoring. The cycle completes in June and overlaps with the beginning of the next year's cycle. This is a challenging timetable for drafting and approval of the plan and slippage at any point would jeopardise the business-planning timetable for the rest of the year, along with the ability to structure the appropriate links with the Medium Term Financial Strategy and with budget setting.

Outcomes

- 3.1 There was strong support from both the public and particularly from business for a more focussed set of commitments. In the majority of cases there was a clear divide between strongly supported commitments and those that were not felt to make a significant contribution to achieving the strategic priority. This information helped inform cross-party talks that successfully focussed the council's commitments down from the previous 62 to 18. This is a significant achievement and indicative of the Council's gradually increasing maturity with business planning.
- 3.2 Councillors also agreed to combine the two internally focussed strategic priorities into one statement to 'Be an effective and responsive organisation, providing value for money services.' This more focussed set of strategic priorities and related commitments is summarised at Appendix 1.
- 3.3 Clear objectives have been set for how the third Oxford Plan needs to develop, both in terms of style and content. These are based on best practice and the comments of public and councillors. Consultation has helped us refine these objectives and provide a clear direction in terms of presentation and content level.
- 3.4 There was strong public support for a shorter corporate plan with significantly less text, a strong emphasis on diagrammatic and graphic representation and for wider distribution of hard-copy. There was also a significant minority with a preference for performance data who tended to prefer to access the information via our website.
- 3.5 The current style of plan has two distinct parts, one that would lend itself to a lighter more accessible style of communication and one that is data heavy. The data heavy element of the plan is a legal requirement and there is clearly a group of people who are interested in this level of detail about the Council so we must continue to cater for this need whilst taking account of the majority preference for something lighter. As the data element is not available until 2

months into the financial year to which each plan applies this would suggest that a two-part publication approach would be sensible. In this way a shorter more accessible planning document can be produced and circulated before the financial year to which it relates, a shorter document will also allow a greater number of printed copies to be produced without increasing costs, and a part two publication can be produced as soon as end of year performance data is available. As demand from outside the Council for printed copies of performance data is very low we would aim to minimise printing costs for this and keep design very simple.

- 3.6 With the help of our Media and Communications Team a designer has been selected to help us produce a better-designed plan and design concepts are being prepared but have not been received at the time of writing this report. The watch-words for the design approach to the Oxford Plan 2007-2010 are clear, clean, simple, open, friendly, young, vibrant, people-centred, modern but with a sense of our history and professional.
- 3.7 Whilst the plan clearly needs to take a new direction and move away from the complex, detailed and text heavy approach of before we need to balance this new approach with maintaining our agreed corporate style and a feel that sits comfortably with both the professional, academic and historic side of the city as well as the young, culturally diverse, energetic and modern aspects of the city.
- 3.8 The shorter text for the Oxford Plan is attached at Appendix 2 for approval. This is an edited down version of previous text restructured around the more focussed commitments. The design process will take place between now and February and will help us replace further text and update graphics. The portfolio holder for Stronger Communities will be kept informed of progress and we anticipate the required circulation of printed copies to libraries and community centres to be possible by early April. Copies of the plan will also be made available on the website from November 2006, as soon as Council approval is received. Web copy will be updated with the designed copy as soon as this is available (early March).

Recommendations

- 4.1 Executive Board is asked to commend to Council the shorter text for the Oxford Plan 2007-2010.
- 4.2 Executive Board is asked to approve the design approach for the production of printed copy

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Background papers: None



Summary of revised and focussed commitments

	Strategic Priority - Reduce inequality through social inclusion
We will...	Develop cohesive communities and support cultural diversity
	Ensure that the economic success of the city is shared by all sections of the community
	Work with partner organisations to promote health and social welfare, and to reduce fuel poverty.
	Strategic Priority - More housing for Oxford, better housing for all
We will...	Tackle and reduce homelessness.
	Invest to increase the quantity and quality of social and affordable housing
	Ensure that Houses in Multiple Occupation are managed in a responsible way.
	Strategic Priority - Improve the Local Environment, Economy and Quality of Life
We will...	Keep our streets and neighbourhoods clean and tidy
	Seek to sustain the City's economic and cultural status and success
	Improve the quality of our play areas, parks and green spaces
	Improve air quality and reduce pollution.
	Strategic Priority - Reduce and prevent crime and anti-social behaviour
We will...	Tackle the causes of crime and anti-social behaviour in our community by providing activities and support for children, parents and young people.
	Work through Neighbourhood Action Groups to implement neighbourhood policing (Including Street Wardens and PCSOs) throughout the City
	Strategic Priority - Tackle climate change and promote environmental resource management
We will...	Increase recycling rates to 45% by 2008 with a long-term goal of zero waste.
	Promote alternative energy sources and maximise fuel efficiency across the Council and the city.
	Reduce CO2 emissions in Oxford.
	Strategic Priority - Be an efficient and responsive organisation, providing good value for money
We will...	Increase the quality and accessibility of our services and improve customer satisfaction
	Strengthen neighbourhood working through Area Committees to ensure that the Council can respond flexibly to differing local priorities
	Deliver services that are good value for money.

Shortened text of Oxford Plan for 2007-2010

Chief Executive

Draft Oxford Plan 2007-2010

Oxford City Council's Corporate Plan

www.oxford.gov.uk



Foreword from the Chief Executive

I am delighted to bring you our Oxford Plan for 2007 – 2010. This is Oxford City Council's Corporate Plan and it provides a guide to our priorities and key activities for the next three years.

The plan has been developed based on consultation in 2005 and 2006. We talked to individuals, representatives from faith, voluntary and community groups, businesses, the universities and colleges, and other public service organizations working within the City.

The Oxford Plan is agreed by the whole Council. A cross-party group of councillors used the views gathered through consultation to develop the Council's 6 priorities and the actions that we have committed to in order to achieve them.

The Oxford Plan is a central access point to the plans of the Council for public, stakeholders and our staff . It provides the basis for the rest of our business planning and budget process. The key partner document to this plan is the Budget Book which gives details of the money allocated to deliver the statutory duties of the Council and the priorities outlined in this plan.

Part 2 of this Oxford Plan is our Best Value Performance Plan, to be published in June 2007, which will review how well we've done against our 2006/2007 targets for the performance indicators set by government.

The Oxford Plan for 2007-2010 is our third corporate plan and we are pleased that the document is now well established as central to our business planning and budget process. We hope that you find our new style of plan more useful and easier to understand.

Caroline Bull
Chief Executive

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The Oxford Plan

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Part 1.0 Your City, Your Council – How it works

1.1 Your City

Oxford City Council is a district Council covering 17.6 square miles. It is the county town of Oxfordshire and has historic assets of international significance. It is a world-class educational centre, an international business hub, a global tourist destination and a world-renowned centre for medical science.

Few cities contain more magnificent buildings, gardens and open spaces within such a compact area. Watercourses, including the River Thames (or Isis), add to the attraction of the city and provide ecological value and opportunities for leisure. This is all part of the distinctive character of Oxford. It is an affluent city but contains pockets of severe deprivation. Oxford is, however, undergoing evolutionary change to deliver urban regeneration through the work of East Oxford Action and the West End Renaissance programme, which will help unlock the city's economic potential.

During consultation the people of Oxford told us they feel a strong sense of community and of the city's history and identity. Across all ages, people feel the city is cosmopolitan; they are proud of the universities, our parks and open spaces and generally feel the city is comfortable and safe.

1.2 What your Council does

We have 1400 staff providing a wide range of services for our 134,600 residents, the 100,000 people who work in Oxford and the additional 7.6 million people who visit the city every year. *Photos of directors to replace officer structure diagram previously used)and supporting graphics for functions of each, examples may include those below*

Services provided by Oxford City Council include:

- Housing
- Local planning application and building control
- Environmental Health
- Electoral Registration
- Refuse collection and recycling
- The Shopmobility scheme
- Collection of Council Tax
- Provision of leisure facilities
- Management of public parks
- Management of markets
- Events such as fairs
- Provision of Tourist Information
- Management of cemeteries
- Collection, on behalf of central government, of Business Rates

1.3 Funding Council Services

Graphics that make proportions clear and show headline figures for:

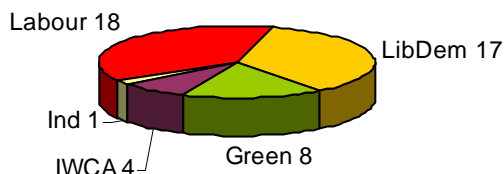
- *Where ctax goes*
- *How council is funded*
- *How money spent and/or money spent on key projects*

1.4 Representing the people of Oxford – political structure of the Council

The Council is composed of 48 councillors representing the 24 wards that make up our city. They are responsible for setting the policies and priorities of the council. Every two years half the Council seats come up for election. Councillors are democratically elected by residents of their ward and, whilst the overriding duty of councillors is to the whole community, they have a special duty to those who live in the ward they represent. The elected Council also represents the interests of the people of Oxford to the County Council, the South East Region government office and to national government.

Figure 1 – Political representation of Oxford City Council as at August 2006

This and figures on following page will be replaced with a newly designed, single graphic providing the same information.



You can now update your details on the electoral register at any time

If you change address, let us know.
If you prefer to vote by post, let us know.

- <http://www.oxford.gov.uk/council/community-54.cfm>
- E-mail us at elections@oxford.gov.uk.
- Phone 01865 249811 and ask for the Electoral Registration Office.

The four main decision-making bodies of the Council are:

- **Full Council** - all the elected members for Oxford City. The Full Council decides on policies, priorities and budgets and elects the Executive Board members.
- The **Executive Board** - This is the main decision-making body of the Council.
- Six **Area Committees** - provide focus on community issues and have responsibility for planning applications, street cleaning, abandoned vehicles, off-street car parking, dog wardens, community centres, public toilets, ditches, streams, parks, play areas and green spaces in their areas.
- **Scrutiny Committees** – made up of members not on the Executive Board to examine and review the decisions of the Council.

Fig 1 and the following 2 tables and graphic will be replaced with a newly designed, single graphic providing the same information.

Executive Board Members	Portfolio
John Goddard. (Leader)	Overarching responsibility
David Rundle. (Deputy Leader)	Stronger Communities
Alan Armitage	Healthier Environment
Jean Fooks	Cleaner City
Patrick Murray	Improving Housing
Stephen Tall	Better Finances
Caroline van Zyl	Safer City
Antonia Bance	Labour Opposition
Dan Paskins	Labour Opposition
Matt Sellwood	Green Opposition

Chairs of Area Committees	The Wards the Committee represents
North : Tony Hollander	Summertown, Wolvercote, St. Margaret's and North
North East : David Rundle	Marston, Headington Hill & Northway, Headington, Barton & Sandhills, Quarry & Risinghurst and Churchill
East : Craig Simmons	St. Clement's, St. Mary's and Iffley Fields
South East : Gill Sanders	Rose Hill & Iffley, Littlemore, Blackbird Leys and Northfield Brook
Central, South & West : Susanna Pressel	Jericho & Osney, Carfax, Holywell and Hinksey Park
Cowley : Bryan Keen	Cowley Marsh, Lye Valley and Cowley



Find out about Council meetings:

The Council publishes details of the dates for meetings for the forthcoming four months. Nearer the date of the meeting, the agenda is published. The Council also publishes a record of what was discussed and the decisions taken. Council meetings are open to the public

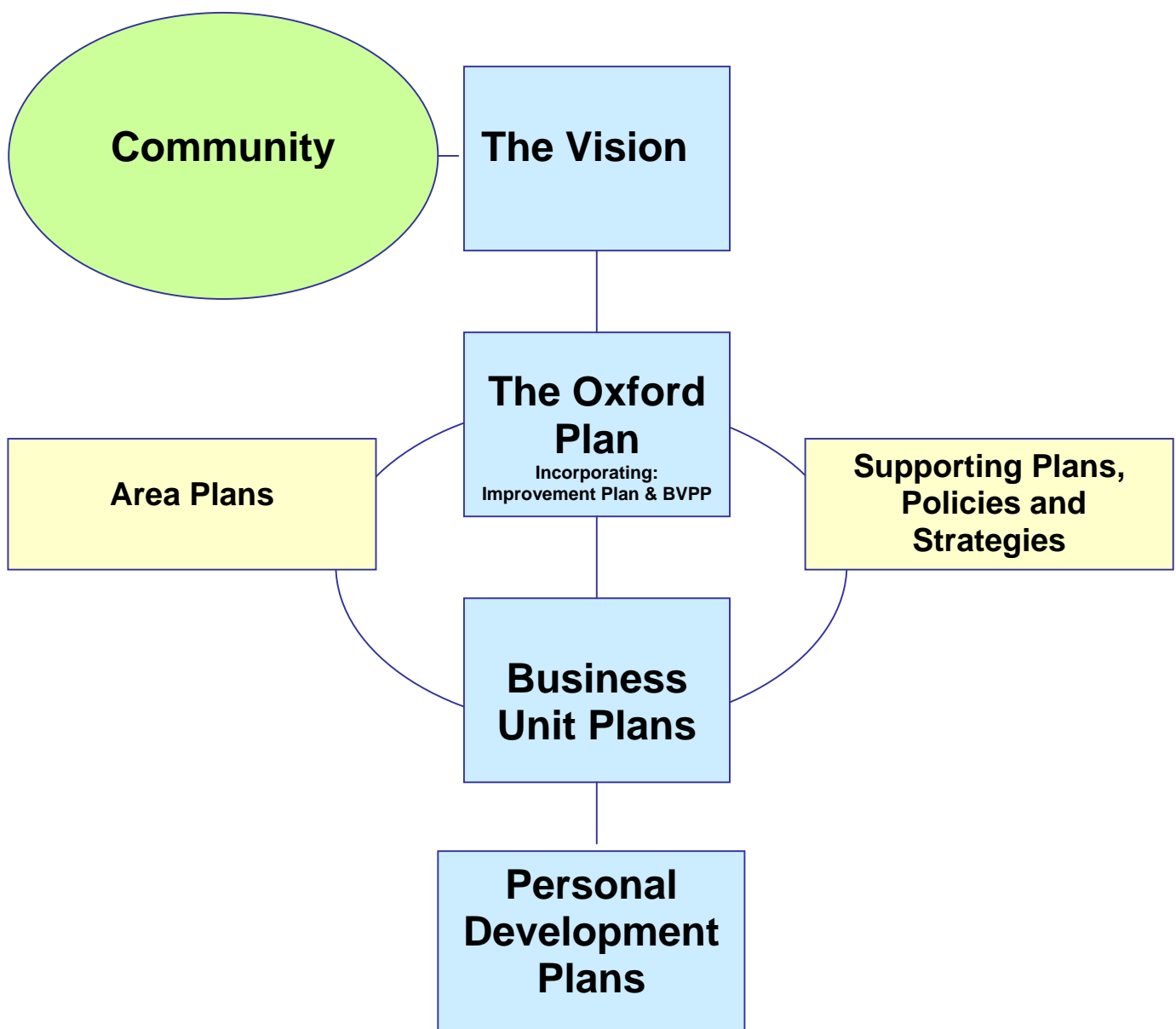
- www.oxford.gov.uk/council/meeting-diary.cfm
- Phone 01865 249811 and ask for Democratic Services Team.
- Copies of agendas and minutes can also be found at libraries, the Town Hall, Local Services Shops and a range of community organisations.

Part 2.0 Your Priorities, Our Priorities – Vision into Action.

When deciding what the Council will be doing over the coming years we have to take account of our legal obligations; what the people of Oxford tell us is most important; the things the government has told us to improve; changing social needs and expectations; and how much money is available. The Oxford Plan outlines how we intend to realise our ambitions to achieve the best balance of these things.

2.1 Linking our plans together.

Newly designed graphic here of business planning process that incorporates more info and replaces text on following page



Oxford's Community Strategy

The Council works in partnership with others delivering services in the area, such as the County Council, Thames Valley Police, Oxford Primary Care Trust, both Universities and OX1 (the city centre management company). These organisations and others form the Oxford Strategic Partnership. To help us work together and make a greater difference to the lives of the people of Oxford we have agreed a Community Strategy which focuses on sustainability and has five key themes:

- **A vibrant and inclusive economy**
- **Safer communities**
- **A better living environment**
- **Opportunities for life**
- **Active and healthy communities**

Find out more about the Oxford Strategic Partnership

You can find out more about the strategic partnership by visiting the website, <http://www.oxfordpartnership.org.uk/>

Get a copy of the Community Strategy

Phone us on 01865 249811 and ask for our Strategy and Review Team

The Council's Vision

BUILDING PRIDE IN OUR CITY

Our vision for Oxford was agreed in 2002 by Council. We intend to achieve this by working with others to deliver shared goals and by improving the Council's performance. We recognise we will only be successful if we:

- **Aspire to improve whilst accepting that we must prioritise**
- **Are open and responsive to our customers' needs.**
- **Have well trained staff who feel valued and are motivated**
- **Have sound financial management**

The Oxford Plan - sets out the objectives and priorities for Oxford City Council. We reviewed our priorities following consultation with the people of Oxford during 2005 and 2006. As a result, a cross-party group of councillors met and agreed 6 strategic priorities and related commitments for action in the coming years which are summarised at figure 7

Business Unit Plans - annually reviewed three-year plans giving details on what each unit is doing in the coming years to work towards achieving our priorities for Oxford, how much it will cost and whether goals for the previous year have been achieved.

The Budget - details of how we allocate money to deliver our strategic priorities and statutory duties can be found in our Budget Book. Full Council will set the Budget, based on the priorities and commitments in this plan, in February 2007. The Budget Book 2007-2010 will be published as soon as possible after that.

Area Plans - these outline how corporate activities affect specific areas and also identify key issues of concern locally, rather than citywide.

Diagram on following page to be redesigned and consider placing on inside front cover.

OUR STRATEGIC PRIORITIES

Improving what we do

Reduce inequality through social exclusion

More housing for Oxford, better housing for all

Improve the local environment, economy and quality of life

Reduce and prevent crime and anti-social behaviour

Tackle climate change and promote environmental resource management

Improving how we do it

Be an effective and responsive organisation, providing value for money services.

OUR COMMITMENTS

Figure 7

- Develop cohesive communities and support cultural diversity.
- Ensure that the economic success of the city is shared by all sections of the community.
- Work with partner organisations to promote health and social welfare, and to reduce fuel poverty.

- Tackle and reduce homelessness.
- Invest to increase the quantity and quality of social and affordable housing.
- Ensure that Houses in Multiple Occupation are managed in a responsible

- Keep our streets and neighbourhoods clean and tidy.
- Seek to sustain the city's economic and cultural status and success.
- Improve the quality of our play areas, parks and green spaces.
- Improve air quality and reduce pollution.

- Tackle the causes of crime and anti-social behaviour in our community by providing activities and support for children, parents and young people.
- Work through Neighbourhood Action Groups to implement neighbourhood policing (including Street Wardens and PCSOs) throughout Oxford.

- Increase recycling rates to 45% by 2008 with a long-term goal of zero waste.
- Promote alternative energy sources and maximise fuel efficiency across the Council and the city.
- Reduce CO2 emissions in Oxford.

- Improve the quality and accessibility of our services and improve customer satisfaction.
- Strengthen neighbourhood working through Area Committees to ensure the Council can respond flexibly to different local priorities.
- Deliver services that are good value for money.

2.2 What type of organisation do we want to be?



We will be open and creative in responding to customer needs and improving efficiency of services

Responsibility - staff are empowered to act



We will treat everyone both within and outside the Council with respect and courtesy

Commitment - council staff are committed to providing continually improving services and we will help staff reach their full potential.



2.3 Key achievements in 2006

Simple statements supported by relevant images/graphics:

- April - Reduced the number of abandoned vehicles in Oxford by 32%
- April – The new, award nominated design, Barton Pool opened.
- April – fixed penalty notices began being issued to litterlouts.
- May – work began on the new waiting rooms, toilets and security features at Redbridge Park & Ride.
- June - New look Blackbird Leys Leisure Centre and Aspires Fitness Suite opened
- July – opened the re-vamped Margaret Road Play Area in Headington Quarry.
- August - Street Wardens Scheme expanded to Marston and Northway.
- September - Admission to the Museum of Oxford became free.
- October - launched Nuisance Nightline to help tackle anti-social behaviour.

Since 2004 we have improved across the range of indicators that central government uses to monitor our performance. These show that we have improved from having only 30% to now having 50% of measures above average or amongst the best when compared against other district councils. Between March 2005 and March 2006 77% of measures showed an improvement. *Replace paragraph above and table below with new graphic during design process*

District Council Performance Groups	In CPA report June 2004	%. of measures in group - .March 2005	%. of measures in group - March 2006
Best	20	22	30
Above average	11	39	20
Below Average	38	24	24
Worst	31	15	26

We are pleased with the positive results but know that we need to do a great deal to deliver consistent improvement which our customers will recognise in the services they receive. This will be a challenge but council officers are working hard to deliver more efficient services and respond to customers needs so we look forward to reporting further improvements in the years to come as a result of their hard work.

On June 30th 2007 we will publish the second part of our corporate plan giving the details of our performance against all statutory indicators from April 2006 to March 2007.

Part 3 Strategic Priorities

3.1 Reduce inequality through social inclusion

This corporate priority links to:

- Our Community Strategy theme of opportunities for life
- Our Community Strategy theme for a vibrant and inclusive economy

We will develop cohesive communities and support cultural diversity.

One of the things that we will do to achieve this is to help communities come together through local cultural, recreational and sports activities for all age groups; promoting healthy lifestyles; life skills and basic skills.

We will ensure that the economic success of the city is shared by all sections of the community.

One of the things that we will do to achieve this is to continue to help people gain the skills to take advantage of job opportunities in the area through our Learning Hubs in Rosehill, Barton and Blackbird Leys

We will work with partner organisations to promote health and social welfare, and to reduce fuel poverty.

Some of the things that we will do to achieve this are:

- Working with the PCT to promote healthy lifestyles through community based advice and information and education for schools.
- Investing resources into energy efficiency programmes so that by 2009 at least 1000 homes get free insulation, both to reduce energy consumption and fuel poverty.

3.2 More housing for Oxford, better housing for all

This corporate priority links to:

- Our Community Strategy objective to improve the supply and condition of affordable housing in Oxford, part of its theme for a better living environment

We will tackle and reduce homelessness.

Some of the things that we will do to achieve this are:

- Increase the support we provide to those threatened with homelessness.
- Help people find and secure rented accommodation in the private sector.

We will invest to increase the quantity and quality of social and affordable housing.

Some of the things that we will do to achieve this are:

- Make sure planning consents for new developments, of 10 homes or more, meet our increased requirement for 50% to be affordable homes.
- Build at least 150 new social housing units each year.

We will ensure that Houses in Multiple Occupation are managed in a responsible way.

- One of the things that we will do to achieve this is to work with landlords to ensure that properties are safe and in reasonable condition both inside and out.

3.3 Improve the Local Environment, Economy and Quality of Life

This corporate priority links to:

- Our Community Strategy theme of a better living environment

We will keep our streets and neighbourhoods clean and tidy.

Some of the things that we will do to achieve this are to:

- Conduct a public education campaign across Oxford to encourage people to keep our city tidy.
- Recruit a second Environmental Enforcement Officer to tackle litterlouts and businesses that are irresponsible in dealing with their rubbish.

We will seek to sustain the city's economic and cultural status and success.

One of the things that we will do to achieve this is to boost the regeneration of the West End through our successful bid for an additional investment of £1.16 million from central government. This will assist in the building of 5,692 new 'first-time buyer' homes over the next ten years.

We will improve the quality of our play areas, parks and green spaces.

Some of the things that we will do to achieve this are to:

- Aim for Green Flag standard accreditation for one of our city parks.
- Improve security and facilities at our 31 allotment sites.

We will improve air quality and reduce pollution.

One of the things that we will do to achieve this is to work with the County Council to make sure that traffic management and local development takes account of long-term air quality issues.

3.4 Reduce and prevent crime and anti-social behaviour

This corporate priority links to:

- Our Community Strategy theme for safer communities

We will tackle the causes of crime and anti-social behaviour in our community by providing activities and support for children, parents and young people.

One of the things that we will do to achieve this is to provide free holiday activities for 5-19 year olds in Barton, Blackbird Leys, Woodfarm and Rosehill

We will work through Neighbourhood Action Groups to implement neighbourhood policing (including Street Wardens and PCSOs) throughout Oxford.

- We will have 12 Neighbourhood Action Groups up and running by December 2007, each with their own neighbourhood team comprising of Police Officers, Street Wardens and Police Community Support Officers.

By 2008 Oxford's Safer Communities Partnership aims to:

- Reduce anti-social behaviour such as drunken, rowdy behaviour, aggressive begging, conflicts between neighbours and intimidation by groups of teenagers
- Reduce violent assault by 20%
- Reduce robbery by 20%
- Increase reporting of racial, homophobic and domestic crime.
- Reduce burglary of peoples homes by 25%
- Reduce repeat victims of burglary by 40%
- Reduce car crime by 20%

3.5 Tackle climate change and promote environmental resource management

This corporate priority links to:

- Our Community Strategy theme of a better living environment
- The Oxford Local Plan 2001-2006

We will increase recycling rates to 45% by 2008 with a long-term goal of zero waste.

Some of the things that we will do to achieve this are to:

- Introduce the kerbside collection of plastics for recycling.
- Broaden our scheme to recycle items such as drinks cartons.
- Work with business to increase opportunities for the recycling of their waste.

We will promote alternative energy sources and maximise fuel efficiency across the Council and the city.

Some of the things that we will do to achieve this are to:

- Require 20% of energy for new developments to be generated on-site, from renewable sources and using low carbon technologies.
- Invest in energy efficiency measures for our operational buildings and homes, for example the insulation and overcladding of our tower blocks to reduce heat loss.

We will reduce CO2 emissions in Oxford.

One of the things that we will do to achieve this is to pursue the goals of our Climate Change Action Plan.

3.6 Be an effective and responsive organisation, providing value for money services.

This corporate priority links to:

- Our Community Strategy objective of supporting sustained economic development and a skilled and employable workforce, part of its theme of a vibrant and inclusive economy.
- Our Community Strategy objective of improving access to services by encouraging joined up working across the city, part of its theme of a vibrant and inclusive economy.

We will improve the quality and accessibility of our services and improve customer satisfaction.

Some of the things that we will do to achieve this are to:

- Change Building Control processes to provide a faster, more responsive service
- Rationalise the telephone numbers used to access council services and publicise them so that it is easier for people to access the service they want.

We will strengthen neighbourhood working through Area Committees to ensure the Council can respond flexibly to different local priorities.

One of the things that we will do to achieve this is to set up dedicated Neighbourhood Environmental Action Teams for each area to respond to local cleansing and environmental issues.

We will deliver services that are good value for money.

Some of the things that we will do to achieve this are to:

- Commission reviews of services where performance is weak or costs are high to identify the reasons for this and how to improve them.
- Use an established business approach called 'Systems Thinking' to simplify our processes and focus on efficiently meeting customer expectations.

Key Supporting Strategies

Governance, Finance & Performance
Budget Book
Best Value Performance Plan
Audit Strategy
Procurement Strategy 2004-2007
Risk Management Strategy
Capital Strategy and Asset Management Plan
Treasury Strategy

Customer Focus
Communication Strategy
Consultation Strategy 2005-2008
Customer Care and Contact Strategy
Equalities Policy
e-govt statement

Environment
Contaminated Land Register
Open Spaces Strategy
Waste Management Strategy

Economy
Economic Development Strategy

Housing
Homelessness Strategy 2003-2008
BME Housing Strategy 2006-2010
Housing Strategy 2005-2008
HRA Business Plan 2004-2007
Older People's Housing Strategy 2005-2006
Private Sector Housing Strategy 2005 onwards
Local Plan 2004-2015

Communities
Community Safety Strategy 2005-2008
Community Strategy
Social Inclusion Strategy
Oxfordshire Children and Young People's Strategy

Leisure & Tourism
Leisure Strategy
Strategic Framework for Leisure
Tourism Strategy

Licensing
Licensing Policy

Copies of the above strategies can be found on our website or obtained from our Strategy and Review Unit.

Report Document Control

Document	EB and Council Report seeking approval for The Oxford Plan 2007-2010
Owner	Caroline Bull
Author	Helen Rowlands
Date	25 October 2006
Review due	
Version	1.2
Notes	Final copy

Version No.	Date	Notes
1.0	17/10/2006	Initial draft for comment
1.1	17/10/2006	Amended for JB comments & Cllr Price's suggestions on refining wording of commitments.
1.2	25/10/2006	Addition of appendix 2

Oxford Plan 2007- 2010 Document Control

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1.0	08/08/2006	Discussion draft for consultation based on previous year's document (2006-2009).
1.1	02/10/2006	Post consultation draft
1.2	17/10/2006	Post cross-party discussions - Draft for legal & finance and others comment.
1.3	23/10/2006	CJB amends.
1.4	24/10/2006	Revisions to section 3 text to reduce background info.
1.5	25/10/2006	Mark and CJB amends.

