

Vale Corporate delivery plan 2016/2020

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
13 - The council's equality objectives	SV - South and Vale	Continue to improve physical access to council owned or leased buildings or land	Refurbish and redesign Abingdon Charter car park public conveniences	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Implement agreed access audit recommendations for South Oxfordshire leisure centres	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Implement agreed access audit recommendations for Faringdon, Wantage and White Horse Tennis and Leisure centre	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale	Ensure new projects, policies or strategies, changes to services, and communication take account of the needs of all users	Support service teams to complete equality impact assessments on service changes, new policies and strategies to ensure that the councils comply with their duties under the Equality Act	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Equality considerations included in service team projects, procurement and committee reports, to advance equal opportunities / pay due regard to public sector equality duties.	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Assess the equality implications of any budget savings proposals under consideration and report to SMB, Scrutiny and Cabinet members so that these can be considered in decision on the 2017/18 budget.	Andrew Down	HRITTS	Policy & Partnerships	Q3	Q4		
13 - The council's equality objectives	SV - South and Vale	Increase our understanding of the communities we serve, through consultation, engagement and using existing evidence (e.g. census data) to inform the decisions we make	Represent the councils on the countywide strategic data group and support teams to obtain relevant local or national data to help inform decisions	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Where possible consult residents, user groups and voluntary organisations on new projects, policies, strategies, and changes to services that may impact on them	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale	Continue to monitor the impact of our employment policies and practices to ensure all groups have access to employment opportunities	Produce and publish annual equality in employment indicator reports	Andrew Down	HRITTS	Policy & Partnerships				
13 - The council's equality objectives	SV - South and Vale		Equality impact assess any changes to HR policies and practices or other changes as a result of the Corporate Services Project	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Carry out an annual equal pay review	Andrew Down	HRITTS	Policy & Partnerships				
13 - The council's equality objectives	SV - South and Vale	Support communities to deliver better outcomes for disadvantaged groups and encourage community cohesion	Coordinate multiagency building resilience project – to support vulnerable young people, those displaying risky behaviour and disadvantaged to help prevent child sexual exploitation, drug and alcohol abuse and promote healthy relationships.	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Attend Channel Panel meetings to support those who may be vulnerable to radicalisation and comply with the Prevent duty outlined in the Counter Terrorism and Security Act April 2015	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Respond to requests from Age UK to increase access to information about council services through information fairs, providing council information to Age UK, attending the Community Information Network (CIN) meetings and supporting electric blanket testing	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale	o Seek to improve access to major new developments and town centres in South Oxfordshire for people with disabilities, carers and older people	Support Didcot access group (DAG) to improve access for people with disabilities living in Didcot by chairing and supporting projects carried out by DAG and consulting on relevant council projects/planning applications	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Facilitate and support projects carried out by Vale disability access group to improve access to people with disabilities in the Vale and ensure council services meet their needs	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		

13 - The council's equality objectives	SV - South and Vale		Review major planning applications to encourage accessible development for all and seek to secure S106 or CIL funding for projects to improve access to the public realm	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
9 - Housing and infrastructure	V - Vale	· deliver the right balance of types and tenure of new homes to meet housing need and support economic growth	Progress Local Plan that sets housing policy to adoption by 31 Dec 2018	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
9 - Housing and infrastructure	V - Vale		Per year, secure 75% of applications that include affordable housing to be within 5% of policy requirement (35%)	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
9 - Housing and infrastructure	V - Vale	· develop a range of starter home and low cost home ownership initiatives, that provide entry points to home ownership	Work with HCA and developers to identify two suitable sites for starter homes and low cost home ownership initiatives in the district	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
9 - Housing and infrastructure	V - Vale	· Ensure a good supply of affordable rented homes for those unable to buy	Achieve affordable housing targets, whereby 75% of affordable housing is for rent	Gerry Brough	Housing & Development	Housing Needs	Q1	To next year		
9 - Housing and infrastructure	V - Vale	· Promote self-build and custom build initiatives, and ensure that land is made available for this purpose	Progress Local Plan that sets a policy on self-build and custom build to adoption by 31 Dec 2018	Adrian Duffield	Planning	Planning Policy	Q3	To next year		
9 - Housing and infrastructure	V - Vale	· promote exemplars of housing design through our planning policies	Review Design Guide and adopt new version by March 2018	Adrian Duffield	Planning	Planning Policy	Q1	Q4		
9 - Housing and infrastructure	V - Vale	· work with developers and other partners to develop a protocol that will ensure high quality, sympathetic design appropriate to all areas of our district	Using the adopted Design Guide to ensure high quality, sympathetic design.	Adrian Duffield	Planning	Planning Policy	Q1	Q3		
9 - Housing and infrastructure	V - Vale	· actively work to bring forward development where we see gaps in provision, using council resources and delivery mechanisms as appropriate	Explore models for direct delivery of affordable rented accommodation	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q2	To next year		
9 - Housing and infrastructure	V - Vale	· assisting households to remain in their homes through mediation and enforcement of their rights to occupy.	Meet agreed targets as set out in the KPIs for provision of advice to people seeking new homes through the Councils' Choice based lettings scheme. Target is to process new applicants through to entry on the register within 20 days	Gerry Brough	Housing & Development	Housing Needs	Q1	Q4		
9 - Housing and infrastructure	V - Vale	· providing a holistic housing advice service, in partnership with other agencies, to maximise the housing options for all households	Meet agreed targets as set out in the KPIs for provision of advice to people seeking new homes through the Councils' Choice based lettings scheme. Target is to process new applicants through to entry on the register within 20 days	Gerry Brough	Housing & Development	Housing Needs	Q1	Q4		
9 - Housing and infrastructure	V - Vale	· helping low income families to access affordable rented accommodation through deposit bonds, rent-in-advance loans and tenancy support	Meet agreed targets for delivery of these various forms of assistance as set out in the Housing service plan. Target is to nominate applicants for a specific property within 3 working days	Gerry Brough	Housing & Development	Housing Needs	Q1	Q4		
9 - Housing and infrastructure	V - Vale	· providing funding towards work on temporary flood barriers in South Hinksey and for the investigation of options to manage flood risks at sites in Abingdon, including Hillview Road on the River Stort; St Helen's Mill on the River Ock and a more comprehensive scheme for the River Ock as well as the major Oxford and Abingdon Flood Alleviation Scheme.	Provide funding for EA scheme at South Hinksey. Completion Q3 16/17	Andrew Down	HRITTS		Q2	Q3		
9 - Housing and infrastructure	V - Vale		Provide funding for EA scheme at St Helen's Mill. Completion Q3 17/18	Andrew Down	HRITTS		Q3	To next year		
9 - Housing and infrastructure	V - Vale		Provide funding and participate in governance for Oxford and Abingdon flood alleviation schemes. Long term projects running to 2021/22	Andrew Down	HRITTS		To next year	To next year		
9 - Housing and infrastructure	V - Vale	· working with infrastructure partners to find solutions to flooding problems across the district	Participate in county-wide multi-agency flood groups to identify smaller priority sites and develop plans to alleviate these	Andrew Down	HRITTS		To next year	To next year		
9 - Housing and infrastructure	V - Vale	· maximising contributions from housing development towards road improvements, public transport, health, education and other infrastructure ensuring that funding is directed towards the most effective schemes	Adopt CIL charging schedule by 31 Dec 2017 maximising funding for infrastructure improvements	Adrian Duffield	Planning	Planning Policy	Q3	To next year		
9 - Housing and infrastructure	V - Vale	· seeking to maximise the amount of business rates income from our two Enterprise Zones towards infrastructure projects in Vale	Adopt a Local Development Order for Didcot Technology Park by 31 Dec 2017 to maximise the amount of business rate income	Adrian Duffield	Planning	Planning Policy	Q4	To next year		
10 - Sustainable communities and wellbeing	V - Vale	· supporting and resourcing the development of Neighbourhood Plans for our towns and villages	Provide a dedicated member of staff to assist town and parish councils to deliver their neighbourhood plans by offering professional expertise	Adrian Duffield	Planning	Planning Policy	Q1	To next year		

10 - Sustainable communities and wellbeing	V - Vale		To continue to offer grant aid to to neighbourhood planning groups in line with current council policy	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
10 - Sustainable communities and wellbeing	V - Vale	· supporting community groups and community events through our grants scheme	Award grants through the capital communities scheme - 85% of grant budget allocated	Mark Stone	Corporate Strategy	Grants	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Award grants through the festival scheme - at least 10 events funded	Mark Stone	Corporate Strategy	Grants	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Award grants through the New Homes Bonus scheme, 85% of grant budget allocated	Mark Stone	Corporate Strategy	Grants	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Award grants through the Partnership scheme - 90% of allocated budget spent	Mark Stone	Corporate Strategy	Grants	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale	· assisting voluntary and community groups that provide important services to residents to attract volunteers	Develop a plan to promote volunteering through local businesses, schools and other voluntary sector events by 31/3/18	Andrew Down	HRITTS	Policy & Partnerships	Q1 2017/18	Q4 2017/18		
10 - Sustainable communities and wellbeing	V - Vale	· Working with partners as part of the South and Vale Community Safety Partnership (CSP) to deliver the CSP annual plan aimed at reducing crime, tackling anti-social behaviour and supporting vulnerable people	As part of the South and Vale Community Safety Partnership (CSP), agree its annual plan by 31 July 2017.	Margaret Reed	Legal & Democratic	Community Safety	Q1	Q2		
10 - Sustainable communities and wellbeing	V - Vale		A report on the CSP's performance in 2017/18 will be submitted to the Joint Scrutiny Committee in March 2018.	Margaret Reed	Legal & Democratic	Community Safety	Q4	Q4		
10 - Sustainable communities and wellbeing	V - Vale	· Maintaining the number of people who say they feel safe during the day/at night	Maintain the number of people who say they feel safe walking alone in their community in daytime at a minimum of 99% as measured in the residents' survey	Margaret Reed	Legal & Democratic	Community Safety	Q4	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Maintain the number of people who say they feel safe walking alone in their community at night at a minimum of 86% as measured in the residents' survey	Margaret Reed	Legal & Democratic	Community Safety	Q4	Q4		
10 - Sustainable communities and wellbeing	V - Vale	· continuous improvement programmes for our leisure centres, facilities and schemes	Deliver the identified 17/18 capital improvement works	Mark Stone	Corporate Strategy	Leisure	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		85% of the participation courses we run become self sustaining as participants eventually take on the responsibility for running the classes	Mark Stone	Corporate Strategy	Participation	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale	· Investing in our parks and gardens across the Vale, including Abbey Gardens and Wantage Park	Complete the refurbishment of the play area at Abbey Meadows	Mark Stone	Corporate Strategy	Leisure	Q2	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Complete the replacement of the toilets at Abbey Meadows	Mark Stone	Corporate Strategy	Leisure	Q2	Q4		

10 - Sustainable communities and wellbeing	V - Vale		Complete the refurbishment of the pool area at Abbey Meadows	Mark Stone	Corporate Strategy	Leisure	Q2	Q4		
10 - Sustainable communities and wellbeing	V - Vale		80% of customers satisfied with the design and appearance of our pools following the redevelopment of Abbey Meadows	Mark Stone	Corporate Strategy	Leisure	Q2	Q3		
10 - Sustainable communities and wellbeing	V - Vale		Complete the play area refurbishment at Manor Road, Wantage	Mark Stone	Corporate Strategy	Parks	Q1	Q1		
10 - Sustainable communities and wellbeing	V - Vale		Complete the play area refurbishment at Pye Street, Faringdon	Mark Stone	Corporate Strategy	Parks	Q3	Q3		
10 - Sustainable communities and wellbeing	V - Vale	· building a new leisure centre at Grove	Enter into a project management contract and appoint a design team to build a new leisure centre at Grove	Mark Stone	Corporate Strategy	Leisure	Q3	Q4		
10 - Sustainable communities and wellbeing	V - Vale	· expanding the range and quality of activities at The Beacon in Wantage	Trial 3 new activities at The Beacon in Wantage	Mark Stone	Corporate Strategy	Leisure	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale	maintaining our position as a top-performing council on waste collection and recycling	Stay in the top 10 nationally for LA recycling rates	Mark Stone	Corporate Strategy	Waste	Q4	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Stay in the top 5 nationally for LA residual waste measured per kg per household	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Maintain an average annual contamination rate of 7% or below	Mark Stone	Corporate Strategy	Waste	Q2	Q4		
10 - Sustainable communities and wellbeing	V - Vale	improve street cleaning in Vale by carrying out district-wide deep cleans of pavements and public footpaths	Roll out the deep cleanse across the district	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Maintain or improve on 70% of residents indicating satisfaction with cleanliness in the 2015 residents' survey.	Mark Stone	Corporate Strategy	Waste	Q1	Q1		
10 - Sustainable communities and wellbeing	V - Vale	· tackling fly tipping and graffiti by clearing fly tips quickly and taking tough action against the perpetrators	A reduction of number of flytips compared to last year's total of 288	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Number of reported flytips is below the rural Oxfordshire average	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		
10 - Sustainable communities and wellbeing	V - Vale		Our enforcement performance on flytipping exceeds the rural Oxfordshire average	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		

10 - Sustainable communities and wellbeing	V - Vale	working positively with developers and applicants through the planning process to minimise breaches of planning control that could otherwise lead to enforcement action	Using 2015/16 baseline data, increase the number of voluntary compliance outcomes by 5% between 1 April 2016 and 31 March 18	Adrian Duffield	Planning	Planning Development	Q1	To next year		
10 - Sustainable communities and wellbeing	V - Vale		Using 2017/18 baseline data, increase the number of voluntary compliance outcomes by 3% between April 2018 and March 2020	Adrian Duffield	Planning	Planning Development	To next year	To next year		
11 - Building an even stronger economy	V - Vale	We will directly address matters that hold back growth within our control, such as housing supply and provision of affordable housing. We will work with partners to seek to overcome infrastructure bottlenecks that impact adversely on business competitiveness	Work with developers to bring forward new employment sites that help to create 20,000 new jobs across both South and Vale councils over the next 15 years	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Establish Science Vale as an international business location of choice by creating a dedicated website and supporting marketing campaign	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	Q1		
11 - Building an even stronger economy	V - Vale		Increase the rate of housebuilding compared to previous year	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	We will support enterprising small and medium sized businesses to grow, ensuring the right package of initiatives is available on demand, including the potential for business rate discounts	Deliver the actions identified in the business and innovation strategy to support SME businesses to grow including the potential for business rate discounts.	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Working with Procurement to identify suitable data management system to manage business contacts	Andrew Down	HRITTS	Economic Development	Q1	Q3		
11 - Building an even stronger economy	V - Vale	We will work with UKTI, the Local Enterprise Partnership, business parks and others to ensure inward investment is maximised	Attract new enquiries for investment projects in the Enterprise Zone and other locations throughout the district that will create 20,000 jobs across both South and Vale councils over the next 15 years	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	We will take a strong lead on delivery of our two Enterprise Zones in Science Vale, to maximise growth and inward investment and create high value jobs for residents. We will seek to capture the business rates growth from the Enterprise Zones for reinvestment in Vale	Promote the Enterprise Zone to potential investors capable of generating more than £100m in rates uplift	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	We will invest in land and property where appropriate to achieve our corporate objectives	Study the report from Arcadis to ensure the council can use it to achieve the goal of investing in land and property	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	working with delivery partners to ensure a good supply of appropriate business premises for start-ups and small and medium enterprises	Deliver the actions identified in the business and innovation strategy to ensure a good supply of appropriate business premises for start-ups and SME businesses.	Andrew Down	HRITTS	Economic Development	Q1	to next year		
11 - Building an even stronger economy	V - Vale	ensuring the skills needs of our employers are identified and that training programmes are in place to provide a skilled labour force	Deliver the actions identified in the business and innovation strategy to ensure that the skills needs of employers are identified and liaise with education providers to find appropriately skilled staff locally or supply the necessary training.	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Deliver the actions identified in the business and innovation strategy to encourage local apprenticeships and local workforce schemes for young people.	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	working with developers to introduce local apprenticeship and local workforce schemes that benefit our residents	Progress Adoption of Local Plan Part 2 by 31 Dec 2018 which includes policies to encourage local apprenticeships and local workforce schemes	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
11 - Building an even stronger economy	V - Vale	looking for opportunities to extend local development orders which simplify and speed up the planning process to encourage business growth in Vale	Adopt Local Development Order for Dicot Technology Park by Dec 2017 to simplify and speed up the planning process	Adrian Duffield	Planning	Planning Policy	Q4	To next year		
11 - Building an even stronger economy	V - Vale		Adopt Local Development Order for Harwell Campus by Dec 2019 to simplify and speed up the planning process	Adrian Duffield	Planning	Planning Policy	To next year	To next year		

11 - Building an even stronger economy	V - Vale	· supporting and encouraging business collaboration through promoting the Vale4Business brand	Review the Vale4Business brand, membership and purpose.	Andrew Down	HRITTS	Economic Development	Q3	To next year		
11 - Building an even stronger economy	V - Vale		Implement findings from the Vale4Business review, establishing ambassadors and relaunching refreshed brand	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	· promoting Vale as a must-see visitor and cultural destination, providing up to date information on amenities and events	Refresh the www.SouthernOxfordshire.com website	Andrew Down	HRITTS	Economic Development	Q1	Q4		
11 - Building an even stronger economy	V - Vale	· enabling the development of additional hotel accommodation to encourage more overnight visitors	Facilitate contact between potential developers and planning team to promote the development of additional hotel accommodation	Andrew Down	HRITTS	Economic Development	Q1	to next year		
11 - Building an even stronger economy	V - Vale	· working with providers and partners to improve broadband access, mobile phone reception and public access to wifi in our town centres	By maintaining a presence on the Board, promote effective delivery of the council's investment in the Better Broadband for Oxfordshire programme	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Package gaps in broadband coverage across the district and identify alternative solutions to deliver desired coverage	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Identify key contacts within major mobile phone providers to determine how reception can be improved	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Review existing wifi coverage in town centres to identify where gaps in wifi coverage have not already been solved by commercial interests such as cafes etc	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale	· securing the redevelopment of the West Way shopping centre area in Botley	Manage effective sale of council owned land to deliver the redevelopment scheme in Botley	Andrew Down	HRITTS	Economic Development	Q3	To next year		
11 - Building an even stronger economy	V - Vale	· exploring the potential for redevelopment of the Charter area in Abingdon, building on the success of the Bury Street redevelopment	Working with existing and potential tenants to consider options for the redevelopment of the Charter area, in order to improve footfall in the town	Andrew Down	HRITTS	Economic Development	Q1	To next year		
11 - Building an even stronger economy	V - Vale		Refurbish Charter car park.	Andrew Down	HRITTS		Q4	To next year		
11 - Building an even stronger economy	V - Vale	· expanding our Town Teams to support our thriving town centres of Wantage and Faringdon	Review town team support to Wantage and Faringdon	Andrew Down	HRITTS	Economic Development	Q1	Q4		
11 - Building an even stronger economy	V - Vale	· supporting the successful operation of the Abingdon Business Improvement District	Working alongside the BID team to support effective operation of the initiative in Abingdon	Andrew Down	HRITTS	Economic Development	Q1	To next year		
12 - Running an efficient council	V - Vale	· keeping district council tax low	Look to identify additional revenue streams in light of the planned changes to existing funding arrangements	Mark Stone	Senior Management Board	CEO	Q3	To next year		
12 - Running an efficient council	V - Vale		Seek to identify efficiencies through the unitary proposal	Mark Stone	Senior Management Board	CEO	Q3	To next year		
12 - Running an efficient council	V - Vale	· continuing to work in partnership with South Oxfordshire District Council and others to develop new ideas for improving service delivery, including pursuing a proposal to move to a unitary council covering southern Oxfordshire	Liaise with both council cabinets and county council to develop new ideas for improving service delivery, using the residents' survey results in 2015 as a baseline	Mark Stone	Senior Management Board	CEO	Q3	To next year		
12 - Running an efficient council	V - Vale	· continuing to reduce our operational costs, particularly energy costs, through efficiency measures	Agree and implement an Energy Plan for the council based on the county-wide target agreed by the OEP to reduce carbon emissions from our own estate by 3 per cent per annum. This will include all council properties.	Andrew Down	HRITTS	Policy & Partnerships	Q4	To next year		