

**Corporate Plan 2008-12**

**Vale of White Horse District Council Corporate Plan 2008 – 2012**

**Section 1 Introduction**

*Leader of the Council and Chief Executive*

**Section 2 Vision, Aims and Corporate Priorities**

In November 2005 the Council adopted an updated vision statement:

***Our Vision and Aims***

"Our Vision is to build and safeguard a fair, open and compassionate community"

The Vale of White Horse District Council aims to:

- Strengthen local democracy and public involvement through access to information, consultation, and devolution of power so that everyone can take part in our community and contribute to the decisions which affect our lives
- Create a safer community and improve the quality of life among Vale residents
- Encourage a strong and sustainable economy which benefits all who live in, work in or visit the Vale
- Help disadvantaged groups and individuals within the Vale to realise their full potential
- Provide and support high quality public services which are effective, efficient and responsive to the needs of people within the Vale
- Protect and improve our built and natural environment

Our overall aspiration is to protect and enhance the sustainability of the Vale through the economic, environmental and social vitality of our towns and villages. The Council's priorities have been developed to meet the most pressing needs of the Vale. In the 2008/9 budget we have introduced a new priority to tackle climate change. This will ensure that the Council plays its part in reducing greenhouse gases and preparing the Vale to meet the impacts of climate change such as the floods which so badly affected parts of the Vale in July 2007. We are committed as an organisation to devoting extra focus and resources for the next four years towards our Corporate Priorities:

- Facilitating the provision of affordable housing
- Creating a cleaner, greener, safer and healthier community and environment

- Improving and modernising access to our services
- Rising to the challenge of climate change

We have one further Corporate Priority which covers the way the Council is run to improve our efficiency and strengthen our capacity to deliver services:

- Building our capacity through managerial and organisational development

For each of these priorities specific actions have been agreed which detail how we will seek to improve how we deliver services for our communities. The detailed actions and milestones are included in Appendix A. This appendix also includes a number of Local Performance Indicators which have been developed to support the priorities and the new National Indicators which have been agreed as part of the Oxfordshire Local Area Agreement 2008-11 and which directly relate to this Council. Local Area Agreements (LAAs) are three-year agreements between the Government and key partners which set out the priorities for improvement in a local area. They help to join up public services and improve service delivery. LAAs are set at a county or unitary level and should reflect the views of all partners, including district councils. Performance against the new National Indicators will be reported as part of the Quarterly Corporate Governance Report which is considered by both the Executive and Scrutiny Committee.

### **Section 3 The Vale Sustainable Community Strategy and the Local Development Framework**

The Council is in the process of preparing two important policy documents which will help shape the future of the Vale over the coming years. They will play a crucial role in achieving its vision for the District and delivering the priorities to which it has chosen to commit:

- Under the Local Government Act 2000 the Council has responsibility for preparing a **Community Strategy** which will identify the key issues likely to affect the future of the Vale and its residents. In consultation with local people, business and community organisations, it will set out actions and proposals designed to tackle those issues. To ensure the Strategy is sustainable and that it is consistent with the Council's Vision it will be based on the following principles:
  - Social progress which recognises the needs of everyone;
  - Maintenance of high and stable levels of economic growth & employment; and
  - Effective protection of the environment and wise use of natural resources

The Council is working with a range of partners to produce the strategy which will cover the period 2008-2016, replacing the existing strategy which was approved in 2004. There will be public consultation on a draft version of the strategy during the summer of 2008, with the final strategy being approved by the partners in the autumn. Many of the actions referred to below (see section 4 and Appendix A) will be critical not only to the delivery of the Corporate Plan, but also to the implementation of the Community Strategy as there will be a considerable synergy between the two documents.

- Under the Planning and Compulsory Purchase Act 2004 the Council has responsibility for preparing a **Local Development Framework** (LDF) which will guide and manage new development in the District over the next 20 years or so. The LDF will supersede the Council's current Local Plan which runs to 2011, and will seek to promote and secure sustainable development including the efficient use of land and resources. The LDF must integrate policies for the use of land with other policies and

programmes, including those in the Community Strategy. Local communities and stakeholders will be involved throughout the preparation of the LDF and arrangements to secure such involvement are set out in the Council's Statement of Community Involvement adopted in December 2006 (this can be viewed on the Council's website).

Work has started on the LDF Core Strategy which will provide the key elements of the new planning framework including major sites to be proposed for development. There will be consultation on the emerging strategy during the autumn of 2008, prior to the submission of the document to central government in 2009. The integration of LDF policies and proposals with those of the Community Strategy will be vital to the successful delivery of the Council's long term vision for the District.

#### **Section 4 Aims and Objectives for the next 4 years for the Council's Priorities:**

##### **1. Facilitating the provision of affordable housing**

###### ***We aim, to:-***

- Provide the maximum amount of affordable homes through the planning process and by direct grant funding either from Central Government, key partners or the Council
- Increase the quality of existing housing so that it provides a decent home for as many people as possible
- Provide local people in housing need with good quality advice and support to enable them to resolve their housing problems

###### ***Our objectives for the next four years are to:-***

- Provide 400 more affordable homes in the District with at least 300 being social rented housing – this is where the need is greatest
- Deliver the Vale's contribution to the Affordable Housing Stretch Target for the Local Area Agreement for Oxfordshire of an additional 36 homes
- Deliver the Government's Decent Homes Standard by ensuring that the homes of 300 vulnerable people are brought up to the standard by 2010
- Use advice and assistance to prevent 1,000 households from becoming homeless
- Replace all of the Council's shared facility temporary accommodation (like Bed and Breakfast) with self contained accommodation
- Upgrading of the Council's highly successful Choice Based Lettings Scheme
- Develop and approve a new Homeless Strategy

## **2. Creating a cleaner, greener, safer and healthier community and environment**

### ***We aim to***

- Improve community satisfaction with the cleanliness of the District
- Work with the community to improve their environment in terms of litter, noise and other issues which affect the quality of their environment
- Ensure development is sustainable and protects the attractive nature of the District
- Work in partnership to reduce the fear of crime and create a safer community
- Recognise and optimise the contribution that Council services make to the health of the community.

### ***The Council's objectives for the next four years are to:-***

- Ensure that the percentages of relevant land and highways having deposits of litter and detritus that fall below an acceptable standard (below grade B) by March 2011 are 7% and 18% respectively, or less.
- Take robust action to tackle “enviro-crimes” such as littering dog fouling and fly-tipping through a series of effective enforcement and awareness raising programmes.

Work with Oxfordshire Councils to reduce Fly Tipping incidents by 10% by 2011.

- Encourage engagement among young people on environmental issues and citizenship through a series of campaigns and initiatives
- Work with Town and Parish Councils to improve visual amenity in open spaces in their areas
- Support and contribute to the Safer Communities element of the Oxfordshire Local Area Agreement
- Implement an Air Quality Action Plan for central Abingdon and any other parts of the Vale needing special measures to secure good air quality.
- Implement a Health Improvement Plan for the Vale with the Oxfordshire Primary Care Trust (PCT) and other key partners and stakeholders

The Objectives for litter, detritus, fly tipping and community safety all contribute directly to the Local Area Agreement for Oxfordshire Councils

## **3. Improving and modernising access to our services**

### ***We aim to:-***

- Provide modern, reliable and relevant access to information and services
- Improve communication about the Council's activities and achievements
- Provide extensive consultation and opportunities for stakeholders to inform and shape decisions about policies and services
- Ensure equality of access to services reflecting the diversity of our communities
- Provide more varied points of access through the use of technology and other providers

- Reduce transaction costs and take opportunities for efficiencies

***The Council's objectives for the next four years are to:-***

- Complete the roll out of the Council's customer contact strategy and continue to work towards achieving efficiencies.
  - o Work has already started in the Building Control, Land Charges and Planning departments to identify processes which can be carried out in our central telephone contact centre, which should result in savings. Our Local Services Point, which includes the contact centre, has been reviewed to ensure that resources are used in the most efficient way.
  - o The procurement and implementation of a new Customer Relationship Management system is under way, which should improve how we deal with our residents and customers. The initial short list of suppliers has been agreed by the Project Board, with the preferred supplier expected to be chosen in Quarter 1 of 2008/09.
  - o The new look Vale website was launched in January 2008. The next phase is to make it capable of performing self service transactions.
- Implement a payments strategy – modernising the way in which the Council accepts payments and increasing the number of access points
  - o The Vale's Payment Strategy was approved by the Executive in December 2007. Included within the Payments Strategy are the agreed milestones to:
    - Procure and deliver a cash receipting system that will facilitate the distribution of cash, cheques and card payments made in person, by telephone or via the web.
    - Develop and deploy online and telephone payment facilities for each of the Vale's service areas responsible for collection of payments from quarter 1 of 2008/09 onwards.
- Have in place service standards that are regularly monitored
  - o A review of existing customer service standards has been conducted. The Senior Management Team (SMT) is to be presented with a revised corporate standard, and subject to SMT agreement these will be published and the public consulted. Publication and consultation on the revised standards is scheduled to commence in Quarter 1 of 2008/09.
- Have in place a robust program of stakeholder involvement in service delivery and review
  - o The Vale's consultation strategy and associated action plan was agreed by the Executive in December 2007. The six aims of the strategy are to:
    - Structure and plan consultation from a central point to ensure consistency and co-ordination;
    - Have effective tools to support the consultation process;
    - Build consultation into the planning process of any project;
    - Help officers and Members understand the value of consultation;
    - Be clear about who is being consulted and why; and
    - Ensure any consultation is inclusive with particular regard to groups who are more likely to have difficulty accessing consultation opportunities and services (including people from ethnic minorities, people with disabilities, older and younger members of the community).

- Roll out the Council's equality and diversity scheme 2008/09 – 2010/11 and promote equality and diversity by:
  - o Improving access to information about the services we and others deliver
  - o Raising awareness about our services amongst disabled people, people from ethnic minorities and women
  - o Supporting our staff to help meet the needs of service users
  - o Making community and council events accessible
  - o Improving access to our employment opportunities (including maintaining our fair and equal approach to pay)
  - o Raising awareness about reporting race, disability and other types of harassment
  - o Understanding our new migrant communities

#### **4. Rising to the Challenge of Climate Change**

In December the Council adopted its Climate Change Strategy, an important document that sets out the Council's vision for an appropriate and proportionate response. This strategy will provide the framework for the Council to set about reducing the carbon footprint of its own activities while at the same time establishing the methodology for the Council to work in partnership with others in the District to reduce the carbon footprint of the local community.

This Council recognises the significance of Climate Change and will put tackling Global Warming at the heart of its agenda for the next four years. Accordingly the Council will implement a Climate Change Strategy to reduce greenhouse gas emissions and adapt to climate change impacts in the Vale.

##### **We Aim to:-**

- Tackle the causes of climate change by reducing the amount of greenhouse gases arising directly or indirectly from the Council's operations and to use our local authority powers where possible to influence the actions of others.
- Deal with the effects climate change by adopting an approach to service delivery and Council operations which takes account of the predicted changes in climate and to use our local authority powers where possible to influence others to adapt to climate change.

##### **The Council's key objectives for the next four years are to:-**

- Implement a carbon management programme to reduce carbon emissions from the Council's operations. The objective for 2008/09 is to establish a baseline assessment and prioritise future actions, to include a review of the Green Travel Plan. This relates to National Indicator 185
- By 2009 implement a sustainable procurement protocol as part of the Council's new Procurement Strategy. This will include reviewing major contracts as and when they are renewed.

- Carry out a Local Climate Impacts Profile to assess the risks posed by future climate change to the Council and its services, and how the Council can effectively manage these risks. This relates to National Indicator 188.
- Use Council powers and influence to reduce per capita CO2 emission. This will be done through enforcement measures associated with emerging planning policies, revised building regulations, reviewing grants / incentives provided through home energy conservation and fuel poverty work, reviewing Council fees and charges. This relates to National Indicator 186.
- Agree and implement a district wide climate change plan through the Vale Partnership and to play an active role in climate change initiatives of the Oxfordshire Partnership.
- Actively promote tackling climate change to the local community.
- Ensure Council strategies are consistent with the aims of the Climate Change Strategy. Of particular relevance is our Waste Management Strategy aim to significantly increase the amount of biodegradable waste recycled, increasing the total percentage recycled to 34 per cent by the end of April 2009

## **5. Building our capacity through managerial & organisational development**

Organisational Development and Support has been established within the Vale in response to the drivers from Central Government particularly in respect of the Efficiency Review (2004), which commends efficiencies from delivering services in alternative ways; the Transformational Government Agenda (2005), using technology to improve the delivery of services; and not least Government assessments and targets that are demanding evidence of a culture for continuous service delivery improvement.

### **What is Organisational Development?**

Organisational Development is the practice of planned intervention to bring about significant improvements in organisational effectiveness. This effectiveness can only be brought about by changes to the whole authority not parts; changes in system, not changes to system; changes to culture not just behavior and the treatment of causes not symptoms.

### **Organisational Development at the Vale**

The six strands that make up the Organisational Development programme approved by the Executive in April 2007 are:

- Grow Together – committing a percentage of each person's time to personal and team development will result in demonstrable benefits to individual and service outcomes.
- Customer Focus – Ensuring customer service excellence within defined parameters, whatever the service, by whichever channel.
- Empowerment and Responsibility – Allowing personnel to assume responsibility for delivering quality results, whilst providing a balanced support programme, will empower staff to act creatively.
- Aim High – Setting the goal of excellence across the board – and proving it to external auditors
- Communications – Understanding and serving the communications needs of the Council's internal and external stakeholders. Engaging with communities and partner organisations to influence the way forward for service delivery.

- Diversity – Eliminating discrimination and actively promoting equal opportunities in our dealings with the Council's employees, its suppliers and service providers, and the public.

This year this means increasing the Vale's capacity to improve through the introduction of a competency framework for all staff and a workforce and management development program. Likewise, supporting all Councillors in their shared leadership of the Vale's objectives and priorities. Transforming Human Resources as a business partner to our services, ensuring that our HR Service enables the Vale Services to deliver their objectives, and improving and streamlining administration throughout the Vale.

### **Section 5 National Indicators**

The government have developed a new performance framework for local government which includes a new set of 198 National Indicators (NIs). These replaced Best Value Performance Indicators from the 1<sup>st</sup> April 2008. The Vale is only responsible for collecting and reporting against a relatively small number of these indicators. Progress will be reported in annual updates to the Vale Corporate Plan 2008-12. Thirty five of the new indicators will be included in the Local Area Agreement 2008-11 for Oxfordshire. Ten of these indicators will require data to be collected by the Vale. They have been included in Appendix A because they all directly link in with the Vale's priorities for improvement.

### **Section 6 The Executive**

Explain the role / name the Members (including a photo)

### **Section 7 Chief Executive and Directors**

Explain their role, names and photo's

### **Section 8 Council Services**

This section will detail the Council's service areas and will include the name and a photograph of the relevant Deputy Director



**Appendix A**  
**Corporate Priorities – Actions and Milestones 2008-09**

**1. Facilitating the provision of affordable housing**

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
1.1	Provide 75 units of affordable rented housing	This is an ongoing programme throughout the year to deliver affordable rented housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and Local Development Framework (LDF) policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines
1.2	Provide 25 units of Shared ownership and other intermediate housing	This is an ongoing programme throughout the year to deliver affordable shared ownership and other low cost home ownership housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and LDF policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines
1.3	Deliver the Vale's contribution to the Affordable housing stretch target for the LAA for Oxfordshire of an additional 36 homes by 31.3.2009	This is an ongoing programme throughout the year to deliver affordable housing primarily as part of new build housing developments throughout the district. The proportion will be 75% rented housing and 25% shared ownership	31.3.2009 (measured quarterly)	Paul Staines
1.4	Deliver the Governments decent homes standard by bringing 75 homes of vulnerable people up to standard	This is a 4 year programme to deliver the Government's target that 75% of vulnerable persons in the vale will live in housing classified as "Decent". The programme will be ongoing throughout the year	31.3.2009 (measured six monthly)	Ian Forster
1.5	Use advice and assistance to prevent 250 families from becoming homeless	Ongoing programme throughout the year using <ul style="list-style-type: none"> <li>• Family mediation</li> <li>• Grants to lengthen private sector tenancies</li> <li>• Rent in advance</li> <li>• Deposit guarantee scheme</li> </ul>	Measured quarterly	Lyn Scaplehorn

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
1.6	Carry out a feasibility study to examine the best way to replace the Council's stock of temporary accommodation with self contained accommodation.	Budgetary approval given to fund a feasibility study  Specify, and then commission report		Paul Staines
1.7	Develop and approve a new Homeless Strategy	Draft strategy to be completed  Strategy approved by Council	Quarter 1  Quarter 2	Paul Staines
1.8	Implementation of the Council's updated allocations policy	Go live with new allocations policy	Quarter 2	Paul Staines

#### **Local Area Agreement 2008-11 - National Indicators**

NI	Description	Responsible Officers
154	Net additional homes provided	Paul Staines
155	Number of affordable homes delivered	Paul Staines
156	Number of households living in temporary accommodation	Paul Staines

#### **National Indicators and Local Performance Indicators 2008-9**

<b>Indicator</b>	<b>Target 2008/09</b>
LPI H1 Number of additional units of affordable housing provided through the Local Area Agreement (LAA)	12
LPI H2 Number of units of affordable housing completed / provided	100
LPI H3 Number of applicants prevented from becoming homeless through advice and assistance	250
LPI H4 Number of vulnerable households homes made decent	75

## 2. Creating a cleaner, greener, safer and healthier community and environment

	Action for Improvement	Milestones	Timescale	Officer
	CLEANER			
2.1	Ensure that the percentages of relevant land and highways having deposits of litter and detritus that fall below an acceptable standard (below grade B) by March 2011 are 7% and 18% respectively, or less.	<p>Finalise measurement methodology with EncamsLAA2 targets confirmed</p> <p>Work with OWP, Highways Agency and other partners to produce an improvement plan to improve overall quality of the Fast Roads (A34 and A420) street cleansing service</p> <p>Implement Continuous Improvement Plan with the Council's waste contractors, Veolia PLC including intensive cleansing of congested streets</p> <p>Launch public link to identify and remedy at least 15 "Grot Spots" in 2008/9</p>	<p>June 2008</p> <p>July 2008</p> <p>October 2008</p> <p>March 2009</p>	<p>Mike Mackay</p> <p>David Stevens</p>
2.2	Take robust action to tackle "enviro-crimes" such as littering dog fouling and fly-tipping through a series of effective enforcement and awareness raising programmes. Expected outcomes include a reduction in the number of Fly Tipping incidents in the Vale by 10% by 2011	<p>Devise and implement new enforcement measures appropriate for juveniles in consultation with key stakeholders</p> <p>Implement an education programme for school age young people through the "Your Vale" campaign</p>	<p>March 2009</p> <p>March 2009</p>	<p>David Stevens</p>
2.3	Work with Oxfordshire Councils to reduce Fly Tipping incidents by 10% by 2011	<p>Participate in the programme for the newly created Oxfordshire waste Partnership's Environmental Quality and cleansing Group.</p> <p>Agree Vale – related targets and measures</p>	<p>Ongoing</p> <p>July 2008</p>	

	GREENER			
	Action for Improvement	Milestones	Timescale	Officer
2.4	Encourage engagement among young people on environmental issues and citizenship through a series of campaigns and initiatives.	Incorporate at least 15 environmental debates into the Youth Forum programme 2008 – 9	March 2009	David Stevens
2.5	Work with Town and Parish Councils to improve visual amenity in open spaces in their areas	Implement joint action plans to improve local parks and play space with North. Hinksey and Watchfield Parish Councils  Install interactive water feature in Wantage Town park (subject to funding)  Establish improvements to achieve Green Flag status for one of our town parks	July 2008  March 2009  Jan 2009	Mike Mackay
	SAFER			
2.6	Implement the Vale's Community Safety Partnership Plan 2008 -11	Develop two community safety forums & newsletter to feed local concerns into the strategic intelligent assessment  Pursue Abingdon town Order to prohibit the consumption of alcohol in designated places in partnership with TVP  Pilot a targeted alcohol project for young people with a nominated local voluntary organisation  Complete reparation work in the charter car park with the probation service.  Replace and improve CCTV – 5 new cameras during 2008/9 in Abingdon, and Wantage. New and improved CCTV signage.	March 2009  March 2009  March 2009  March 2009	Paul Staines

	HEALTHIER			
2.7	Implement an Air Quality Action Plan (AQAP) for central Abingdon and any other parts of the Vale needing special measures to improve air quality	<p>Further Assessment Report (including source apportionment) for Abingdon confirmed by DEFRA</p> <p>Consultation on draft Air Quality Action Plan (AQAP) for Abingdon</p> <p>Finalise AQAP for Abingdon</p> <p>Further Assessment Report (incl. source apportionment) for Botley confirmed by DEFRA</p>	<p>May</p> <p>June – Dec 2008</p> <p>April 2009</p> <p>April 2009</p>	David Stevens
2.8	Implement the Health Improvement Plan (HIP) for the Vale with the Oxfordshire Primary Care Trust (PCT) and other key stakeholders	<p>Incorporate proposals into service Plans</p> <p>Establish baselines and targets</p> <p>Participate in Healthy Communities Peer review by IDeA</p> <p>Build review findings into revised HIP</p>	<p>April 2008</p> <p>July 2008</p> <p>Autumn 2008</p> <p>March 09</p>	David Stevens
2.9	Devise and Implement a work based healthy eating scheme	<p>Develop pilot scheme</p> <p>Launch scheme jointly with at least one major Vale employer</p>	<p>Sept - Jan. 2009</p>	
2.10	Increase Physical Activity service to cover all areas of the District	<p>Pilot “Young Mums” activity days</p> <p>Hold “Active for Life” days in Wantage and Faringdon.</p>	<p>June 2008</p> <p>June – Sept 2008</p>	
2.11	Launch Get Oxfordshire Active (GO Active) project with Oxfordshire Sports partnership	<p>Appoint GO Active Coordinator</p> <p>Appoint Activators to deliver services across the Vale</p> <p>County- wide launch of GO active scheme</p>	<p>Nov 2008</p> <p>Jan 2009</p> <p>Spring 2009</p>	

2.12	Roll out fit @ Work project to businesses in the Vale	Identify at least one major Vale employer Develop an action plan in partnership with the employer and set baselines prior to implementation	March 2009	

The Actions for Improvement for litter, detritus, fly tipping, community safety and GO Active scheme all contribute directly to the Local Area Agreement for Oxfordshire Councils

#### Local Performance Indicators relevant to these priority areas 2008-9

Indicator	Target 2008/09
<b>CLEANER</b>	
LPI EH4 Number of Fixed Penalty notices served	65
LPI EH6 Number of Grot Spots cleaned up	15
<b>GREENER</b>	
LPI EH5 No of environmental Debates	15
<b>SAFER</b>	
LPI-18 Number of Serious acquisitive crimes per 1000 population	TBC

(Note - LPI 18 target to be set by GOSE)

#### Cleaner - Local Area Agreement 2008-11 - National Indicators

NI	Description	Responsible Officers
195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) <i>[BVPI 199a, 199b, 199c]</i>	Mike Mackay
196	Improved street and environmental cleanliness (fly tipping) <i>[BVPI 199d]</i>	Mike Mackay

#### Safer - Local Area Agreement 2008-11 National Indicators

NI	Description	Responsible Officers
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020	Assault with injury crime rate	Paul Staines
032	Repeat incidents of domestic violence	Paul Staines
021	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Paul Staines

### Healthier - Local Area Agreement 2008-11 National Indicators

NI	Description	Responsible Officers
008	Adult participation in sport	Mike Mackay

### 3. Improving and modernising access to our services

	Action for Improvement	Milestones	Timescale	Officer
3.1	<p>Continue to reduce customer contact costs in accordance with Customer Contact Strategy (Source: Budget 2007/08 SPP No 20)</p> <p>Provide modern, reliable and relevant access to information and services</p> <p>Provide more local points and varied points of access through the use of technology and premises not run by the Council</p>	<p>a. Continue to migrate processes to the Contact Centre where tangible and non-tangible efficiency savings can be made</p> <p>The following have been selected to undergo the process next, which may identify back office savings</p> <ul style="list-style-type: none"> <li>Building Control</li> <li>Land Charges</li> <li>Planning</li> <li>Local Service Points</li> <li>Human Resources</li> <li>Local Development Framework</li> </ul> <p>b. Investigate, procure, commission and implement a new Customer Relationship management system, and migrate current data and workflows and/or interface to Meta storm e-works</p> <p>c. Develop the Vale's web site to enable customers to self serve, making payments and accessing services.</p>	<p>Ongoing</p> <p>Quarter 1</p> <p>Quarter 2 onwards</p>	<p>Jeremy Beach</p> <p>Jeremy Beach</p> <p>Nikki Malin</p>

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
3. 2	<p>Provide better and more cost effective alternatives for customer payments</p> <p>Provide more local points and varied points of access through the use of technology and premises not run by the Council</p>	<p>a) Procure new cash management system.</p> <p>b) Assess viability of 'Paypoint' for face-to-face payments, and implement if effective.</p> <p>c) Implement on-line and telephone payment facilities for each of Vale's service areas on a needs basis. To include the payment of Revenues and Benefits.</p> <p>d) Faringdon Cash Office</p> <ul style="list-style-type: none"> <li>• Ensure provision for signposting of services.</li> <li>• Ensure consultation including via Vale Voice panel on alternatives</li> <li>• Ensure alternatives in situ before commencing close down of service</li> </ul> <p>e) Implementation of face-to-face electronic payments if appropriate.</p> <p>f) Review how the electronic payment channels are working and assess the viability of postal payments into the Vale.</p>	<p>Quarter 1</p> <p>Quarter 1</p> <p>Quarter2 onwards</p> <p>Quarter 1</p> <p>Quarter 1</p> <p>Quarter 2</p> <p>Quarter 3</p> <p>Quarter 4</p>	Helen Bishop
3. 3	To provide and improve the "Customer Focus" throughout the organisation.	<p>a) Agree, consult and publish the corporate service standards and protocols</p> <p>b) Customer Focus training for all staff</p> <p>c) Review comments and complaints procedure</p>	<p>Quarter 1</p> <p>Quarter 2</p> <p>Quarter 3</p>	<p>Jeremy Beach</p> <p>Nikki Malin</p>



	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
3. 4	Ensure equality of access to services reflecting the diversity of our communities (now part of the Equalities and Diversity, Customer Focus and Communications programmes in the OD Programme).	<p>Roll out the Council's equality and diversity scheme 2008/09 – 2010/11 and promote equality and diversity by:</p> <p>Improving access to information about the services we and others deliver. Develop and have agreed a corporate policy on making Council service information accessible</p> <p>Raising awareness about our services amongst disabled people, people from ethnic minorities and women. Produce 3 equality and diversity bulletins per year, to target information to organisations and groups supporting these groups of Vale residents</p> <p>Supporting our staff to help meet the needs of service users.</p> <ul style="list-style-type: none"> <li>• Complete the programmed Equality Impact Assessments for 2008/9</li> <li>• Produce a staff handbook about understanding and meeting the needs of our service users with disabilities</li> </ul> <p>Making community and council events accessible. Produce a checklist for running an accessible event</p>	<p>Quarter 2</p> <p>Quarter 3</p> <p>By the end of Quarter 4</p> <p>Quarter 4</p> <p>Quarter 2</p> <p>Quarter 3</p>	Katharine Doherty
		<p>Improving access to our employment opportunities (including maintaining our fair and equal approach to pay).</p> <ul style="list-style-type: none"> <li>• Carry out an equal pay review.</li> <li>• Review recruitment information to ensure it promotes equality</li> </ul> <p>Raising awareness about reporting race, disability and</p>	<p>Quarter 4</p> <p>Quarter 4</p> <p>Quarter 3</p>	

	Action for Improvement	Milestones	Timescale	Officer
		<p>other types of harassment. Run an initiative to encourage people to report incidents of disability harassment</p> <p>Understanding our new migrant communities. Relevant ethnicity data in equalities monitoring summaries from service teams to be reviewed and corporate understanding to be updated annually</p> <p>Equalities Standard for Local Government. Achieve level 3.</p>	<p>Quarter 4</p> <p>Quarter 4</p>	
3.5	To ensure structured, consistent and co-ordinated consultation	<p>a) Produce an annual consultation plan</p> <p>b) Effective tools to support the consultation process</p> <p>c) Internal consultation standards</p>	<p>Quarter 1</p> <p>Quarter 4</p> <p>Quarter 4</p>	Nikki Malin
3.6	To ensure a consistent approach to maintaining high profile communications, safeguarding the Vale's reputation.	<p>a) Internal communications framework</p> <p>b) Review staff intranet</p> <p>c) Reputations "quality Mark"</p> <p>d) Media training for members and officers</p> <p>e) "Your Vale" campaign</p>	<p>Quarter 1</p> <p>Quarter 4</p> <p>Quarter 3</p> <p>Quarter 1</p> <p>Quarter 1</p>	Nikki Malin

### Local Performance Indicators 2008-9

Indicator	Target 2008/9
CS1 Number of enquiries at the Local Services Point Wantage	15,000
CS2 Number of enquiries at the Local Services Point Abingdon: Face to Face 35,000 Contact centre 17,000 Visitors 4,600 Web / self serve 2,200 payments made on the web Electronic Payments 4,500 taken by Contact Centre	63,300
CS11	90%

% of calls to be answered within 20 seconds	
CS12 % of calls unanswered	2%

#### 4. Rising to the Challenge of Climate Change

	Action for Improvement	Milestones	Timescale	Officer
4.1	Put in place plans and procedures to ensure proper implementation of the Council's Climate Change Strategy.	<p>Ensure climate change actions are in relevant Service Plans</p> <p>Establish Climate Change Project Team and Project Board</p>	<p>March 08</p> <p>March 08</p>	Mark Saunders
4.2	Implement the Council's Carbon Management plan	<p>Continue with Council wide campaign to reduce non essential energy use from monitors / computers etc</p> <p>Establish a carbon emissions baseline for the Council and set out key actions to be prioritised for capital funding 2009/10 . Carbon Trust Local Authority Carbon Management Programme will run for 10 months from May 08. Reducing Local Authority CO2 emissions is a LAA2 target, the actual level is likely to be 4% cut in CO2 per year from baseline.</p> <p>Carry out staff environmental survey including an update of the staff travel survey.</p> <p>Roll out recycling pilot project to all of Abbey House</p>	<p>Ongoing</p> <p>March 09</p> <p>March 08</p> <p>Sept 08</p>	<p>Mark Saunders Andrew Morgan</p> <p>Mark Saunders Andrew Morgan</p> <p>Mark Saunders</p> <p>Andrew Morgan</p>

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
4.3	Deliver our Waste Management Strategy and significantly increase the amount of biodegradable waste being recycled to 34% by the end of April 2009	<p>Support joint work programme for the Oxfordshire Waste Partnership (OWP) including: Continued roll-out of garden waste recycling and diversion of green sack waste from landfill to recycling</p> <p>Expand Mini Recycling Centres</p> <p>Introduce additional containers for residents in dwellings which have mini recycling centres</p> <p>Provide recycling facilities in council buildings and leisure centres</p> <p>Expand Garden Waste collection scheme to all parts of the Vale</p>	Ongoing	Mike Mackay
4.4	Implement measures to enable the Council to adapt to future climate change	<p>Carry out a Local Climate Impacts Assessment This is an Oxfordshire Local Area Agreement 2 target which will have to be completed this year.</p> <p>Carry out an adaptation review of Council owned/controlled open spaces.</p>	<p>Dec 2008</p> <p>2008</p>	<p>Mark Saunders</p> <p>Mike Mackey</p>
4.5	Require more sustainable new buildings, meeting the Government's challenging timetable and effectively engaging the communities of the Vale as set out in our Statement of Community Involvement	<p>Prepare a Supplementary Planning Document (SPD) on sustainable and resource efficient buildings.</p> <p>Deliver training on new SPD to staff and Councillors as necessary</p> <p>Ensure all building control and planning applicants are given climate change and sustainable energy / construction advice</p>	<p>2008</p> <p>2008</p> <p>2008</p>	<p>Rodger Hood</p> <p>Rodger Hood</p> <p>Rodger Hood, Bill Farrar</p>

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
4.6	Ensure Council procurement practices are consistent with reducing carbon emissions	<p>Establish a sustainable procurement protocol in-line with the methodology proposed by the South East Centre of Excellence.</p> <p>Establish a contracts and procurement forum</p> <p>Provide sustainable procurement staff training</p> <p>Review waste contract and other major contracts which have a significant carbon burden.</p>	<p>Dec 08</p> <p>2008</p> <p>2008</p> <p>Ongoing</p>	Mike Mackay
4.7	Promote climate change to vale residents	<p>Review the work of the Vale Energy Team in light of need to reduce per capita CO2 emissions in the Vale. (Reducing per capita CO2 emissions no longer a LAA2 target)</p> <p>Promote climate change to Vale Partnership as part of the development of a district wide climate change plan.</p> <p>Implement a climate change communication plan based around the premise of the Council leading by example.</p>	<p>Sept 08</p> <p>Ongoing</p> <p>April 08</p>	<p>Mark Saunders</p> <p>Rodger Hood</p> <p>Nikki Malin</p>
4.4	Further develop our Staff and Councillor Green Travel Plan	<p>Carry out staff &amp; Councillor Travel Survey in conjunction with emerging climate Change Strategy</p> <p>Introduce further incentives to reduce car use</p> <p>Promotional campaign to encourage Green Travel</p> <p>Consider possible additional measures for phase 2</p>	<p>April / May 2008</p> <p>June onwards</p> <p>June onwards</p>	Gordon Willcox

#### **Local Area Agreement 2008-11 National Indicators**

NI	Description	Responsible Officer
185	CO <sub>2</sub> reduction from local authority operations	Paul Staines
186	Per Capita reduction in CO2 emissions in the LA area	Paul Staines

188	Planning to adapt to climate change	Paul Staines
191	Residual household waste per head [BVPI 84]	Mike Mackay
192	Household waste recycled and composted [BVPI 82a1, 82b1]	Mike Mackay
193	Percentage of municipal waste landfilled	Mike Mackay

### Local Performance Indicators 2008-9

	Target 2007/08
LPI HEC1 Increase value of Warm Front referrals	£250,000
LPI HEC2 % reduction in annual CO2 levels	2%
LPI Level of insulation activity via insulation schemes supported by the Council. Expressed as the number of properties insulated.	250
LPI EH5 Encourage debates among young people on environmental issues (Greener)	10

## 5. Building our capacity through managerial & organisational development

	Action for Improvement	Milestones	Timescale	Officer
5.1	To increase the Vale's capacity to improve	a) Service review/business performance improvement programme for the whole organisation launched and delivery commenced, with documented outcomes and financial efficiency targets at the outset of each review  b) Introduce Competency/Behaviour framework for all staff c) Training procedure re-launched d) DSE risk assessment software implemented for all staff e) "Working Safely" training for all staff f) Wellbeing Strategy for the Vale adopted	Quarter 1 Ongoing  Quarter 1 Quarter 2 Quarter 2 Quarter 3 Quarter 2	Ann Sadler Tim Barnett

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>
5.2	To improve and streamline administration throughout the Vale	g) <b>Review existing arrangements</b> h)	Quarter 1	Helen Bishop
5.3	Transform Human Resources as a Business Partner to our services	a) Delivery of increased training in-house b) HR consultation of managers and staff c) Consider alternative leave and annualised hours arrangements	Quarter 2 Ongoing Quarter 1 Quarter 1	Tim Barnett
5.4	Improved Performance Management	Review role of Senior Management Team (Chief Executive, Directors and Deputy Directors)  Review role of Strategic Management Group (Chief Executive, Directors, leader and Cabinet)  Review success of linkages and delivery of corporate priorities, service plans and appraisals		Tim Sadler  Tim Sadler  Robert Woodside
5.5	To support all councillors in their shared leadership of the Vale's objectives and priorities	a) Consideration of Vale's inclusion in national Member manifesto b) Improvement plan to include member/officer relations document, job descriptions, development plans, etc	Quarter 2  Quarter 3	Tim Barnett
5.6	To improve outcomes and accountability from the Organisational Development Programme	a) Implementation of the Organisational Development performance indicators	Quarter 1 onwards	Ann Sadler

#### **Local Area Agreement 2008-11 National Indicators**

NI	Description	Responsible Officers
179	Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Steve Bishop
005	Overall/general satisfaction with local area	Nikki Malin