Corporate Plan

2010/11 – 2014/15

Delivery Plan

World Class Economy

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Improve infrastructure	Develop a Local Investment Plan in partnership with district councils, PCT, Police and housing providers to prioritise investment in infrastructure across the county	Redevelopment of Oxford and Didcot Parkway stations to improve facilities and access with Network Rail	
		Work with partners including the military, the district and town council to make sure infrastructure and schools are equipped for the expansion of RAF Brize Norton	
	Improve the learning environment for young people by remodelling and modernising schools, including planning and building new schools in response to growth	Ensure the Primary Capital Programme and Building Schools for the Future initiative transform the environment for learning for everyone and raise achievement	
	Continue to negotiate developer contributions that support infrastructure needed as the result of economic and housing growth	Work with local partnerships to identify and deliver local actions in response to challenges such as the proposed eco-extension at North West Bicester and the significant housing growth planned for Didcot.	
Reduce traffic congestion	Develop a new Local Transport Plan (LTP3) that sets out how road, rail, public and sustainable transport development in the county will be managed over the next 20 years	Continue to lobby relevant government agencies for improvements to Junctions 9 and 10 of the M40	
		Continue to develop proposals for East-West Rail, a new service from Oxford to Bedford via Bicester and Milton Keynes, including links to proposals by Chiltern Railways for improved Oxford to London via Bicester services if appropriate.	
Raise educational achievement	Continue to increase the number of young people achieving five A* - C grades (including English and Maths) at GCSE level	Target support at individual schools where achievement needs to improve significantly	

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
	Review the way schools are funded to narrow the gap between the best and worst and improve achievement for all	Ensure funding is provided to the schools with the greatest need	
Reduce the number of young people not in employment, education or training	Support those young people who are not in employment, education or training to get the skills and opportunities to re-engage	Develop local action plans where the number of young people not in employment, education or training is particularly high, including areas of Banbury, Oxford and Didcot.	
	Develop and apply the new 16-19 Commissioning Framework to develop innovative provision to closely match the needs of young people.	Work with the Oxford Learning and Skills Partnership to develop a range of skills and training targets and action plans	
Improve skills	Improve adult learning opportunities, particularly helping people develop the skills they need to find jobs and progress in their careers	Increase the number of people joining training schemes run or supported by the County Council and our partners, including apprenticeships and traineeships in social care	
		Work through the economic partnership to persuade employers to access formal training for their young employees.	
	Improve links to Oxford University and Oxford Brookes University and local colleges to match training opportunities with the needs of local businesses identified through our partners and the Economic Assessment	Use Oxfordshire Business Education Partnership to link with employers to develop work experience opportunities which are linked to programmes of study.	

Healthy and Thriving Communities

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Reduce health inequalities	Focus on prevention rather than treatment, working with partners to take a proactive approach to public health advice and information	Reduce the level of health and other inequalities by targeting our resources more effectively on those who need them most, particularly in our areas of greatest deprivation – parts of Banbury, Oxford City, Abingdon, Berinsfield and Didcot and the small pockets of rural deprivation	
	Ensure delivery of inclusive, integrated, locally accessible services, in particular for the most vulnerable children.	Complete programme of 45 designated children's centres across the county, including rural areas.	
	Work with school partnerships to ensure that children and young people have access to a wide range of high quality extended services in and around schools.	Ensure that our most disadvantaged and vulnerable children and young people receive focused support, tailored to meet their needs, including one to one provision when required	
		Create a 27th Schools Partnership to represent our most vulnerable learners from Meadowbrook, The Virtual School for Looked After Children and the Hospital School.	
Respond to demographic change	Work with partners to deliver a programme of exercise and falls prevention to promote independence and maintain physical and mental wellbeing among our older population	Opening Resource Centres in Abingdon, Banbury and Oxford to bring together existing services and increase choice, learning, independence and social interaction for vulnerable adults	
Reduce crime and anti-social behaviour	Work with partners to reduce the fear of crime and anti-social behaviour by improving public awareness and responding to communities concerns	Support the ongoing development of community policing and Neighbourhood Action Groups to identify and address issues at a local level	

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	Increase access to positive activities for the most vulnerable young people through provision of targeted support , including tailored preventative programmes for children and young people at risk of offending.	Increase opening of Young People's Centres on Friday and Saturday nights and ensure centres are open at times of peak need.	
		Implement a Targeted Youth Support Strategy supporting vulnerable groups and piloting services in hot spot areas in Cutteslowe, Witney and Wantage.	
	Ensure that children and young people have opportunities to make a positive contribution to their local community and become involved citizens, through enhanced provision of volunteering and community involvement	Increase awareness of the volunteering opportunities through VInvolved and support young people to take up the offer.	
		Ensure the Targeted Youth Support pilots focusing on anti-social behaviour include local volunteering as a way to sustain the project for the benefit of young people and the local community.	
Encourage community self-help	Develop a coordinated approach to increasing and supporting volunteering and community self-help, empowering local communities to improve service delivery in their local areas and their own quality of life by engendering greater 'pride in place'	Support community-led planning as a way to identify the needs of different towns and villages, and make links to appropriate services and partner organisations to help deliver the actions identified in the plans	
	Develop an effective relationship with the voluntary, community and faith sector that strengthens the role of the sector as a partner for the council in the delivery of services, local representation, engagement and involvement and in reaching diverse groups and communities.	Improve our links to the local military to identify and address specific issues that military personnel, their families and service veterans face	

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Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Get closer to our communities	Implement our Closer to Communities Strategy to engage at a local level and support solutions to specific local issues	Target resources to addressing the needs in six priority localities (Abingdon, Banbury, Bicester, Carterton, Didcot and Oxford) where social, health or economic issues are greater than elsewhere in the county and/or significant growth is planned	
		Ensure that key service managers in each locality are working effectively with elected members and across services and directorates to improve the safeguarding of all vulnerable people and tackle local issues.	
Promote independent living	Maximise independence and promote choice and control in the way care is delivered	Give people who need long term social care support a personalised budget	
	Make sure the provision of adult social care meets the needs of current and future users	Provide more support to families and carers by increasing the number of carers having their needs assessed and met	
	Increase the availability of Extra Care Housing and Supported Living as alternatives to residential care, supporting older people and people with disabilities to remain in or move into their own homes for as long as possible	Work with partners to identify people suffering from or at risk of fuel poverty and develop interventions to address their needs	
	Ensure museums, libraries, day centres and other community facilities are attractive, well-maintained, easy to use and accessible to all, and lobbying against the closure of local services such as post offices	Open a new library in Thame	

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Environment and Climate Change

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Improve carbon management	Reduce the council's carbon footprint to meet targets and position the council to perform well with the introduction of the Carbon Reduction Commitment	Turn off streetlights for part of the night to save energy and reduce costs	
		Reduce emissions from council's fleet, including the use of electric vehicles	
		Reduce the need for council officers and members to travel to meetings through better use of telephone and video conferencing	
Reduce the risk and impact of flooding	Work with partners to implement the findings of the Pitt review on mitigating the risks and effects of flooding, including increasing the number of drainage schemes delivered	Identify areas most at risk of flooding and prioritise these for investment in drainage and prevention schemes, such as villages surrounding Carterton	
	Continue to lobby for appropriate allocation of resources to allow improvements to local flood defences	Support local communities undertaking local action to mitigate the effects of flooding such as drainage schemes and dredging rivers	
Improve waste management	Work with partners through the Oxfordshire Waste Partnership to reduce the amount of waste sent to landfill, improve levels of recycling and support businesses to reduce commercial waste	Deliver new waste contracts that support the Joint Waste Strategy agreed by all Oxfordshire local authorities	
	Improve the quality and awareness of recycling centres across the county to further encourage their use	Develop a new recycling centre north of Kidlington, and refurbish the site at Redbridge to the south of Oxford.	

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Deliver the Transform Oxford project	Continue to implement our ambitious plans to Transform Oxford, working to provide excellent access for all, great shopping, exciting public spaces, a safe environment and cleaner air	Redesign Frideswide Square to improve access to the city centre from the west, including improvements to Oxford station.	
		Make George Street and Magdalen Street pedestrian only, and extend this to New Inn Hall Street and St Michael's Street	
		Establish a Quality Bus Partnership to encourage more people to use public transport and improve air quality by creating a low emissions zone and limiting the number of buses in the area	

Better Public Services

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Improve customer service	Develop and implement a new Customer Contact Centre to make it easier to contact the council and access the information needed as quickly as possible		
	Ensure that services are accessible and designed to meet the needs of those who require them by assessing the potential impact of our decisions on a diverse range of people and communities	Implement our Ask Oxfordshire Strategy to improve opportunities for local people to have their say and get involved with council decision-making by holding a wide range of accessible and inclusive community engagement activities throughout the year	
Keep council tax low	Deliver our plans for efficiency savings of £106m by 2014/15	Protect frontline services and minimise support service costs, but not to an extent that adversely affects service delivery	
	Develop a longer term approach to asset management, including plans to rationalise our asset base by using less office space in fewer, more energy-efficient offices	Explore opportunities and prepare plans for making better use of our assets at a locality level which will include co-location of services, including partners. Work in conjunction with the Single Conversation and using the principles of Total Place.	
	Exploit available funding opportunities to increase inward investment into the county, including towards transport infrastructure, schools, community facilities and skills development or training		
Develop the 'Total Place' approach	Adopt the principles of Total Place in seeking to identify duplication in service delivery, reduce overlaps and gaps in the way services are provided and ensure more efficient use of public funding.		