

South Oxfordshire District Council

Corporate Performance Report

2022/23 Quarter One

July 2022

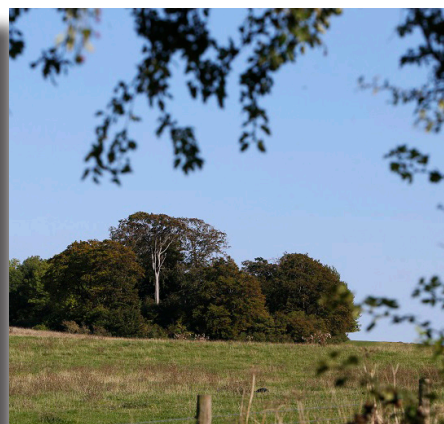


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Background

- The Council monitors performance and progress towards achieving the aims and priorities set out in the South Oxfordshire District Council **Corporate Plan 2020-2024**.
- This report provides a strategic overview of the performance for **quarter one (01 April to 30 June 2022)**, focusing on the activity to deliver our priorities in the Corporate Plan.
- In addition to providing a performance update and assurance against the delivery of the Council's six strategic themes in the Corporate Plan, this report will also provide any strategic context relevant to the Council's operations.
- This report is the fifth iteration, and it is expected that it will evolve in line with the new approach to Performance Management being embedded by the Council, as well as from feedback from senior officers and Members.



Strategic context

Quarter one of 2022/23 saw the global economic situation deteriorate further. Soaring prices for energy, food, petrol and durable goods have driven inflation across the world, stalling the post-pandemic recovery and placing individuals, families and businesses under increasing financial pressure. Within the UK, the rate of inflation reached a forty year high of 9.4 per cent in the 12 months to June 2022 – driven by rising food and fuel prices. The Bank of England forecast that inflation will continue to rise throughout much of 2022 (they expect it to peak at around 11.0 per cent during October when the impacts of a further prospective increase in the Ofgem price cap feed through into household bills) before gradually falling back.

The high rate of inflation in the UK has meant that household finances have been squeezed as incomes have failed to keep pace with the rising cost of living. Figures from the Office for National Statistics (ONS) show that, when adjusted for prices, average earnings were 3.4 per cent lower in April 2022 than a year earlier – the biggest drop since modern records began in 2001. In addition, those in receipt of benefits or a pension have found that the increase of 3.1 per cent for this year has been rapidly outpaced by the high rate of inflation.

In May, as part of efforts to try to mitigate the worst effects of the squeeze on household budgets, HM Government announced a

package of measures designed to provide over £15 billion in additional support to assist with the rising cost of living. As part of these proposals, every household in the UK will get an energy bill discount of £400 this October. In addition, households in receipt of means tested benefits will get a payment of £650 – divided into two lump sums – to help with the cost of living. There will also be separate one-off payments of £300 to pensioner households and £150 to individuals receiving disability benefits. Furthermore, the emergency Household Support Fund, which is allocated by councils in England, will be extended by £500m to £1.5bn. The cost of the measures will be partly offset by 25.0 per cent windfall tax on oil and gas firms' profits.

As the cost-of-living crisis has worsened throughout the quarter, the Council's Community Hub has offered practical help and advice to residents. It has also continued to distribute grants through the Household Support Fund to those in need of help with the purchase of essentials such as food, clothing and utilities.



The devastating war in Ukraine continued during Q1 2022/23. The latest estimates from the United Nations High Commissioner For Refugees (UNHCR) suggest that around a third of the country's population have been forced from their homes since February (around seven million people are internally displaced, while nearly five million have sought refuge in Europe). As part of the Council's ongoing response to this humanitarian crisis, it continues to work alongside partners across Oxfordshire to help provide 'wrap-around' care for refugees within the county through the Homes for Ukraine scheme (this offers the opportunity for individuals in the UK to sponsor named guests to come and live with them in their home). The Council's Community Hub continues to ensure that support is available for both guests and hosts in need of assistance.

During quarter one, HM Government published its Energy Security Strategy. This sets out how the UK will enhance its energy security and independence in the long-term. It contains proposals to accelerate the deployment of renewables such as solar and wind (both onshore and offshore), to significantly increase the delivery of new nuclear power plants, to improve energy efficiency and to realise the potential of hydrogen as a source of low-carbon energy. The importance of sourcing alternative, renewable energy sources is a major part of our Climate Action Plan (CAP).

On 28 June, the Office for National Statistics (ONS) released a first look at some of the data arising from the 2021 Census.

- Since 2011, the population of South Oxfordshire has increased by 11.1 per cent (from around 134,300 to 149,100). This is a higher overall increase than for England (6.6 per cent) or the South East region (7.5 per cent).
- Of the 309 local authorities in England, South Oxfordshire has the 142nd largest population – it has moved up 12 places in the decade since 2011.
- South Oxfordshire is the 7th least densely populated of the South East region's 64 local authorities.
- Between 2011 and 2021 there has been an increase of 25.1 per cent in the number of people aged 65 and over in South Oxfordshire. This is above the figure for England (20.1 per cent). There have also been above the national average increases in the number of people aged 15 to 64 (7.9 per cent compared to 3.6 per cent) and those aged under 15 (6.7 per cent compared to 5.0 per cent).

From quarter one, the CAP is being monitored as part of South Oxfordshire's corporate performance management framework. It will be delivered in tandem with the Council's Corporate Plan performance reporting and will give a detailed overview of all actions that may have an impact on reducing carbon in the wider district.

HM Government also published a white paper on creating *A Fairer Private Rental Sector*. This sets out their proposals to reform the private rented sector and level up housing quality. Providing high-quality, affordable homes across a range of tenures is a key priority for South Oxfordshire.

In June, HM Government published a Food Strategy. It aims to tackle rising costs and increased levels of obesity by supporting a resilient, healthier, and more sustainable food system that is affordable to all. Recognising and supporting the vital role of farming, and the need for greater local food provision, forms a major component of South Oxfordshire's wider ambitions to protect and restore the natural world.

Towards the end of quarter one, the number of people testing positive for Covid-19 started to increase – the most likely cause being infections caused by variants of the Omicron strain of the virus. While this rise in cases did lead to an increase in hospital admissions, it did not lead to the reimposition of any of the previous legal restrictions and requirements. However, the Council's Community Hub remains ready and mobilised to move to respond.



Quarter One 2022/23 Performance Highlights

Protect and restore our natural world



We launched a new partnership with **Thames 21** and volunteers, aimed at improving the health and quality of the River Thames at Wallingford

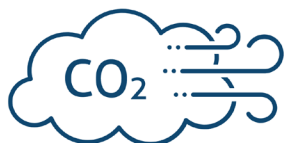
Action on the climate emergency

25°C

Water temperature has been reduced at the **Riverside outdoor pool** to save energy

We ran several waste reduction campaigns:

- promoting the use of Real Nappies
- the Great British Spring Clean
- a litter mapping project
- encouraging compost



We submitted our **Annual Air Quality Status Report** to Defra and are in the process of engaging consultants to help us develop new **Air Quality Plans**

Improved economic and community wellbeing



40+

The number of Thames based businesses who registered to be part of the newly launched **Virtual High Street** project with ShopAppy

£666,000



The approved estimated budget for additional work as part of the new **Didcot Garden Town delivery plan**

£2,419,500

The amount of **Community Infrastructure Levy** funding allocated for 2022/23 to support our communities



Homes and infrastructure that meets local need



A new **Joint Design Guide** was agreed and includes more references, guidance and sign-posting to energy efficiency

£6.2 million



The amount of funds cabinet agreed to transfer to Oxfordshire County Council towards the costs of the **Northern Perimeter Road** phase 3

Investment that rebuilds our financial viability



The **property and asset management** IT solution is now live



A preferred supplier has been identified for the **Customer Relationship Management** system



We made a joint application for further **Local Electric Vehicle Infrastructure** funding

Openness and accountability



We issued **27** press releases and produced **9** newsletters to share important stories and information with our communities

We are optimising our **social media** accounts by using a single platform to manage and analyse engagement

17,481

Total number of social media followers



100% of our public meetings were livestreamed

Theme 1: Protect and restore the natural world

Why?

South Oxfordshire is a largely rural district, including parts of two Areas of Outstanding Natural Beauty (AONBs) and the Oxford Green Belt, as well as a long stretch of the River Thames. The natural world is proven to provide benefits to both mental and physical health, as well as having its own intrinsic value, and it needs our protection.

So:

We will respect and protect our natural environment, especially our Areas of Outstanding Natural Beauty (AONBs) and other nature rich areas. We will champion the opportunity to restore our natural world in both biodiverse and bio-depleted areas through nature recovery networks and other means. We will connect urban communities to their local green spaces and restore nature to urban environments.

Strategic Lead - Suzanne Malcolm (Deputy Chief Executive / Place)

Key Activities in quarter one

See Theme 1 performance updates against all reporting measures on page 19

As part of our commitment to enhance and protect South Oxfordshire's natural assets, South Oxfordshire District Council has launched a new partnership aimed at improving the health and quality of the Thames at Wallingford. Working alongside the environmental charity Thames 21 and volunteers from the local community, water samples and user surveys are being used to provide important information about the overall state of the river.

The tree planting licenced during quarter four is complete and no new applications for tree planting were received during quarter one. The Council is however exploring other opportunities to plant more trees across the district.

Following work over previous quarters, a Chair and a Manager for the Oxfordshire Local Nature Partnership have been appointed. This will ensure strong leadership for the partnership's work to promote an ambitious nature recovery programme across the county.

Development of the Visitor Economy has been highlighted as a major theme of the Government's forthcoming UK Shared Prosperity Fund (UKSPF). Positive meetings have been held by Council officers, with relevant stakeholders including destination management organisations in our area. This is in line with our commitment to promote our rural district for leisure and tourism. A successful bid would support the development of a more defined tourism strategy.

Following success in previous quarters, the Economic Development team started to assess potential options for the next business "netwalking" event to be held in quarter three.



Theme 2: Openness and accountability

Why?

The complexity of modern society and local government structures can be hard to navigate. Many services are delivered as part of external partnerships, so it can be hard for residents to see what we do and how we do it. There are some groups within our district with whom we have little engagement or interaction, so the diversity of our district is not always recognised and supported.

So:

We will maintain and improve high levels of satisfaction with the services we provide and will reach out to all sectors and age groups to foster a culture of openness, participation, and representation. We will use our influence to champion inclusion, diversity and transparency across all elected and unelected bodies in our region. We will empower and invest in our staff and conduct our operations with the highest level of integrity and accountability.

Strategic Lead - Adrianna Partridge (Deputy Chief Executive / Transformation and Operations)

Key Activities in quarter one

See Theme 2 performance updates against all reporting measures on page 21

In order to maintain and improve the services that the Council provides, South Oxfordshire made significant progress in relation to the procurement of a new Customer Relationship Management (CRM) system. A preferred supplier has been identified and contract award arrangements are progressing. The CRM system will help us to build relationships with our customers, streamline processes and improve the services that we provide to residents.

During quarter one, the Planning Enforcement e-mail contact was successfully migrated to the Customer Services team. By allowing customer services advisors to not only complete all 'once and done' transactions but also triage more complex issues, it has helped to reduce the number of customer enquiries being handled by enforcement staff – thereby, freeing up capacity.

In addition, the Comms team integrated its social media accounts to the Hootsuite platform. This has helped to increase efficiency and productivity, as officers no

longer have to work through each account's native site. It also allows for all of the analytics to be gathered in one place which will make it easier to compare and optimise performance in the future.

As part of South Oxfordshire's efforts to champion openness and transparency, it continued to livestream all public meetings during quarter one. This not only helped to ensure a greater degree of accessibility for residents, but also allowed them an insight into our decision-making processes. Officers are currently working on business continuity plans to ensure that this continues when the Council vacates the offices at Milton Park.

With the ambition of increasing the Council's level of engagement with residents – especially those from marginalised/ under-represented groups – South Oxfordshire prepared a communications and engagement plan for the Diversity and Inclusion Strategy. This was designed to raise awareness of the Strategy and to seek feedback from both staff and members.

In addition, the Comms team, in collaboration with Planning Policy, produced an innovative, interactive website for the first Joint Local Plan (JLP) consultation. This allowed users to explore the details of the Plan across infographics, images and maps that could be moved and manipulated. In addition, Smart Survey was also embedded within the website to allow people to respond as they explored the themes of the JLP. This approach received widespread praise from the public, councillors and other local authorities.

As part of South Oxfordshire's goal of increasing accountability and improving decision-making, progress continued during quarter one on updating South's Annual Governance Statement (AGS). This remains on track to report during the summer. The Council will introduce the 2016 Chartered Institute of Public Finance and Accountancy (CIPFA) guidance for the 2022/23 AGS over the coming year.

The Monitoring Officer provided training to officers on local government law and process – with a specific focus on governance, delegation of powers, report writing/content and decision making. They also delivered refresher training to district councillors on the new Code of Conduct (with a particular emphasis on interests and conflicts).



Theme 3: Action on climate emergency

Why?

The greatest challenge we face as a society is the Climate Emergency and our ability to adapt our lives and our behaviours to ensure a safe and resilient future. While statements and targets are welcome, the challenge for our district is to take action, transform our operations and inspire our residents and businesses to do the same. Aspects of our lives will need to change, but we have a duty to make this transition fair for all parts of society.

So:

We will show leadership by developing and implementing a climate change programme to make the Council net carbon neutral by 2025. We will help our communities to plan a fair transition to a future that will be defined by climate change.



Strategic Lead - Suzanne Malcolm (Deputy Chief Executive / Place)

Key Activities in quarter one

See Theme 3 performance updates against all reporting measures on page 25

After extensive preparatory work over recent months, progress against the Council's Climate Action Plan (CAP) is now being monitored as part of the council's corporate performance management framework. It will be delivered in tandem with the Council's Corporate Plan performance reporting and will give a detailed overview of all actions that may have an impact on reducing carbon emissions in our district.

The first public consultation on the Joint Local Plan took place in May and June. Topics raised included how the Plan might offer opportunities to cut carbon emissions. Planning Policy Officers have been reviewing what evidence will be needed to support climate change policies, meeting with the Oxfordshire Plan Team and working internally with Climate and Biodiversity Officers.

In May, the Economic Development team, in partnership with Oxfordshire Greentech and Jennings Business Parks, delivered a well-received "make a difference" workshop focusing on how small businesses could do good for both people and the planet.

During quarter one attention also focused on the planning of several future joint events with Abingdon and Witney College focusing on Green Skills. In addition, preparations were made for Eco-Business Fairs in Didcot and Thame.

The Economic Development team prepared a bid for funding from the UK Shared Prosperity Fund. As decarbonisation forms a significant portion of South Oxfordshire's proposal, they have collaborated with both the Climate Action and Biodiversity team and local stakeholders to ensure that the Council's draft investment plan is adequately detailed.

South Oxfordshire worked with Oxfordshire County Council on the review of the Local Transport and Connectivity Plan and sought to clarify the compatibility between Local Cycling and Walking Plans and the Strategic Active Travel Network.

Emissions from our leisure facilities make up a significant proportion of our carbon footprint. Quarter one saw the completion of the evaluation of the decarbonisation report for Thame Leisure Centre.

The Council is now awaiting a further opportunity to bid into the Public Sector Decarbonisation Scheme in order to support the project.

A bid into the scheme is also being prepared for Cornerstone. In addition, a new pool cover is on order for Riverside and the water temperature has been reduced to 25°C at this location in order to save energy.

In conjunction with a county wide plan to place air quality monitors at primary schools, an air quality sensor was placed at Cholsey Primary School. Monitoring will provide baseline data and will highlight any changes as a result of planned interventions. Taking action to improve air quality in the district is a key commitment for the Council. During this quarter, the tendering process began to engage consultants to develop new Air Quality Plans for the district. The Council also submitted its Annual Air Quality Status Report (2021) to Defra. Feedback on this is expected later in the year.

South Oxfordshire also ran a number of comms campaigns during quarter one related to improving air quality. These included promoting Walk to Work Day, Clean Air Day and Earth Day. More widely, communications campaigns focused on the Great British Spring Clean, a litter mapping project, highlighting the need to reduce plastic waste and encouraging composting and the use of Real Nappies.



Theme 4: Improved economic well-being

Why?

South Oxfordshire has a large number of small and micro businesses and is well placed to adapt to changes in the economy, but support will be needed for it to remain a healthy and vibrant place to live and work. The Coronavirus pandemic has shown the strength of the community but there are areas of isolation and deprivation in our district, and the benefits of access to culture, leisure, and community for all has been made clear.

So:

We will reimagine our high streets, helping independent small businesses to thrive and to encourage cultural well-being for all. We will encourage clean local economic development and support our business hubs, centres of scientific excellence and our educational establishments to become leaders in sustainable technology, innovation, and enterprise. We will help our community groups to strengthen cohesion, reduce social isolation and tackle areas of deprivation.

Strategic Lead - Suzanne Malcolm (Deputy Chief Executive / Place)

Strategic Lead - Adrianna Partridge (Deputy Chief Executive / Transformation and Operations)

Key Activities in quarter one

See Theme 4 performance updates against all reporting measures on page 30

To support the economic recovery and future prospects of our district, the Economic Development team prepared a bid for the UK Shared Prosperity Fund. This aims to secure £1m of funding to tackle key priorities within South Oxfordshire. A draft investment plan for the initial three years of the scheme has been produced and will be finalised in quarter two.

South Oxfordshire's new capital programme came into effect at the start of the quarter. Within this programme, £2,419,500 of Community Infrastructure Levy (CIL) funding is allocated for 2022/23. During April 2022, £847,945 was paid to Town and Parish Councils that had seen CIL liable developments in their areas during the previous six months.

During quarter one the Virtual High Street (VHS) Initiative was launched in Thame and was met with enthusiasm by local traders. This Initiative will consolidate South Oxfordshire-based independent retailers on a single e-commerce platform. This is in line

with our commitment to reimagine our high streets and help small businesses to thrive. The VHS will be rolled out in stages, with Wantage, Henley and Wallingford scheduled over the next two quarters.

Business confidence in South Oxfordshire is being affected by the cost-of-living crisis. While this has not yet been reflected in local unemployment, strategic employment partners have voiced concerns that the current situation could quickly reverse in the face of ongoing pressures.

The South and Vale Economic Development Newsletter continued to have a strong and increasing take-up amongst local businesses. The South and Vale Business Support website and social media accounts continued to have good engagement

The Economic Development team ran four in-person digital business skills events, covering advertising and selling on social media, creating newsletters, and using LinkedIn to generate business - 81 attendees were from businesses in South Oxfordshire. The team also ran four online Digital Skills workshops for businesses looking to reach new customer bases.

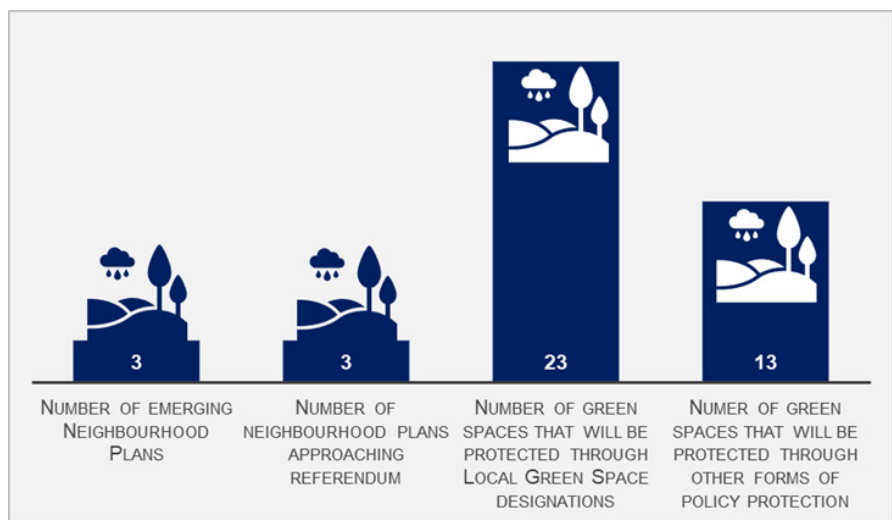
Reconciliation work for the Additional Restrictions Grant Fund showed that over the entirety of scheme, South Oxfordshire distributed grants totalling £5,862,763.

Nine enquiries were logged throughout the quarter, with non-covid related ongoing grant enquiries making up the majority of most complex asks.

The Council continued to work with the Oxfordshire Digital Infrastructure Partnership (DIP) Board regarding the rollout of broadband infrastructure. This quarter, the DIP raised issues in relation to planning application requirements in Areas of Outstanding Natural Beauty and the Economic Development team liaised with colleagues to ensure that these matters received timely responses.

Officers in the Economic Development Team and Housing Needs have begun work to help prioritise the provision of full fibre connections to tenants of social housing in 'Multiple Dwelling Units'. An opportunity has also been highlighted to work with social housing providers in the district, to inform their tenants of the availability of 'social broadband tariffs'.

The Council is committed to using our planning powers to preserve our green spaces. South Oxfordshire currently has three emerging Neighbourhood Plans at examination and a further three that are approaching referenda. In total, these Plans contain proposals to protect 23 green spaces through Local Green Space designations. They also contain measures to protect a further 13 green spaces through other forms of policy protection. The Council is also supporting the preparation of 12 new Neighbourhood Plans and five Neighbourhood Plan reviews. All are considering the preservation of important green spaces.



The Cabinet approved the new Didcot Garden Town Delivery Plan and a supplementary estimate to the revenue budget of £660,000 (fully funded from external grants). The plan includes proposals for public transport, an active walking and cycling network, communal facilities and accessible green spaces. This refocus will bring forward additional community improvements and align the Didcot Garden Town Project with the Council's climate action, health and wellbeing agendas.



The Cabinet agreed to transfer grant funds of £6.2 million to Oxfordshire County Council towards phase three of the Northern Perimeter Road.

The Council continued to take action against flytippers, with four flytipping prosecutions as well as three fixed penalty notices for waste crimes and two for abandoning vehicles. The Council launched our litter mapping project and ran communications campaigns promoting the county wide anti-flytipping campaign, SCRAP, and highlighting specific instances of flytipping on social media.

A consultant has been appointed to develop a Local Cycling and Walking Infrastructure Plan for Didcot. This project is scheduled to be completed by December 2022 and will recommend improvements to both existing and new cycling/walking routes.

Theme 5: Homes and infrastructure that meet local needs

Why?

The average price of a home is many times higher than the average salary, particularly for the young, and renting is also expensive. The pressure to build new homes in our district sometimes outweighs local wishes. Infrastructure like roads, schools and GP surgeries have not kept up with housing development. Too many houses being built today are not fit for a low carbon future.

So:

We will strive to ensure that new homes and infrastructure in South Oxfordshire meet local needs, are sustainable, zero carbon in their build and operation, and high quality in design. We will provide homes that people can afford to live in. New developments will be accessible with walking, cycling and public transport a priority. Neighbourhood plans and local participation will sit at the heart of our planning process. We will work with partners to ensure that development is appropriate for our communities.

Strategic Lead - Suzanne Malcolm (Deputy Chief Executive / Place)

Key Activities in quarter one

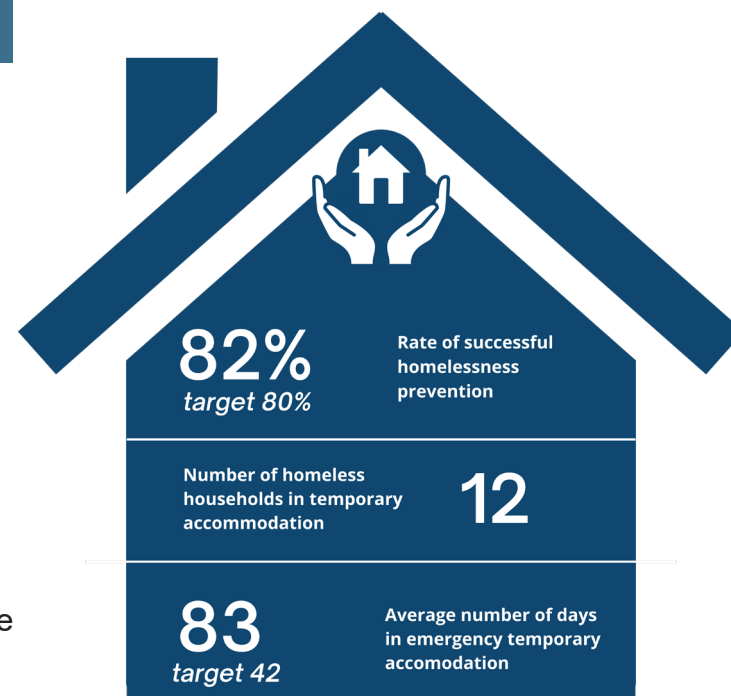
See Theme 5 performance updates against all reporting measures on page 36

At the end quarter one, the Council recorded only two rough sleepers – this reflects the success of South Oxfordshire's preventative approach.

The number of homeless households at the end of June 2022 was 12 – an increase of three on the previous quarter. The average length of stay in emergency accommodation was 83 nights, marginally above the ceiling target of 42. This reflected the highly complex specific needs of one client. During quarter one, the rate of successful homelessness prevention was 82.0 per cent – this was above the target of 80.0 per cent.

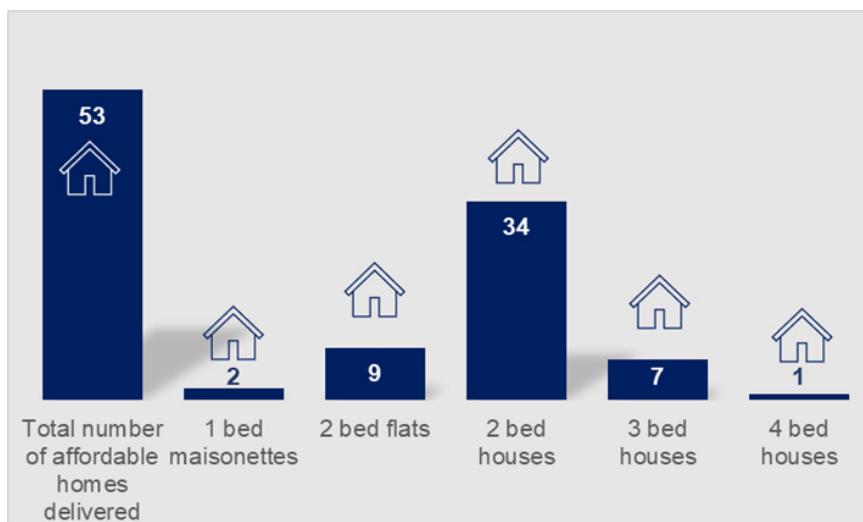
With the ambition of ensuring that new homes and infrastructure meet local needs, are sustainable, zero carbon and high quality in design, the new Joint Design Guide (JDG) was agreed by South Oxfordshire's Cabinet during quarter one. The JDG incorporates new guidance on zero and low carbon construction.

The Council's Planning Policy team also continued to work on the development of the



Joint Local Plan. Between 12 May and 23 June, a public consultation – known formally as a 'Regulation 18 Part 1 Issues Consultation' – was held. This asked for views on a draft vision for the Joint Local Plan and included matters relating to the environment, healthy lifestyles, infrastructure and sustainable growth. The Planning Policy team are currently processing the responses that were received.

In order to provide homes that people can afford to live in, a total of 53 affordable housing units were delivered across the district between April and May 2022. Moreover – and following a competitive tendering process – a project manager, cost consultant and clerk of works are in the process of being appointed to help deliver the Broadway Housing Scheme development.



As part of South Oxfordshire's efforts to prioritise active travel and to make sure that new developments are accessible, the Cabinet approved the new Didcot Garden Town Delivery Plan and a supplementary estimate to the revenue budget of £660,000 (fully funded from external grants) at their meeting on 23 June 2022. The new plan includes proposals for public transport, an active walking and cycling network, communal facilities and accessible green spaces. The aim of this refocus is to: bring forward additional community improvements, align the Didcot Garden Town Project with the Council's climate action, health and wellbeing agendas, and assist economic recovery following the pandemic.

In addition, the draft Active Communities Strategy was considered by South's Scrutiny Committee in June 2022. It was well received by members and will come before Cabinet during quarter two. One of the key themes of the Strategy is to: 'create healthier communities through walking and cycling'.

Progress also continued to be made during quarter one on increasing sustainable transport solutions within the district. As part of these efforts, 60 electric vehicle (EV) charging bays became operational in five of the Council's car parks as part of the Oxfordshire wide "Park and Charge" project.

Furthermore, officers also worked with colleagues from Oxfordshire County Council to make a joint application for further Local Electric Vehicle Infrastructure (LEVI) funding.

With the intention of ensuring that neighbourhood plans, and local participation sit at the heart of our planning process, the Berinsfield Garden Village team has continued to work with the local community to map all the existing community assets during quarter one. This will not only allow them to identify any gaps in the provision of services but help to develop discussions regarding need. In addition, discussions have also been held with Berinsfield Parish Council regarding the development of a new Neighbourhood Plan.

Theme 6: Investment that rebuilds our financial viability

Why?

Coronavirus has cost, and lost, the Council money. Many years of austerity before that, as well as a failure to increase Council tax in line with growing costs, makes it hard to balance the books. The future funding picture for Councils from Government remains unclear. In order to deliver a progressive and ambitious agenda, we need to reduce the gap between income and expenditure in our Medium-Term Financial Plan.

So:

We will invest to save and act responsibly and ethically with our financial resources. We will work with other Councils for fair funding and will investigate new viable sources of revenue in order to maintain and improve vital services. We will ensure all financial operations and reporting support effective decision making and strong, ethical governance.

Strategic Lead - Simon Hewings (Head of Finance)

Key Activities in quarter one

See Theme 6 performance updates against all reporting measures on page 42

In order to invest, save and act responsibly with our financial resources, South Oxfordshire's Asset Management Group (established during quarter three 2021/22) continues to meet on a quarterly basis to progress implementation of the Strategic Property Review. The aim of the Group is to assess the Council's land ownerships in a holistic manner and consider opportunities for their development, usage or disposal. Any outcomes from these meetings are progressed as business as usual.

The Strategic Property Team continued to lease vacant properties, progress lease renewals and review rents during quarter one. Progress was also made on work regarding potential housing development sites – and their promotion - via the Housing and Economic Land Availability Assessment.

With the ambition of improving its effectiveness as an organisation, South Oxfordshire made significant progress in relation to the procurement of a new Customer Relationship Management (CRM) system.

A preferred supplier has been identified and contract award arrangements are progressing. The delivery of the CRM system is scheduled for the end of quarter three.

In addition, the Council's property and asset management IT solution went live in quarter one. It is now being utilised by the Property and Technical teams. Upgrades to the system that delivers online E-forms and the Binzone app are also currently being completed.

As part of South Oxfordshire's commitment to maximise external funding opportunities to support services and to enrich the district's leisure, sporting and community activities, work has continued during quarter one on embedding the External Funding Lead within the organisation. Progress has also been made on introducing the necessary governance structures and documentation to ensure that any future funding bids align are deliverable and align with South's goals. Work also continued on ensuring that the Council is prepared for phase 3b of the Public Sector Decarbonisation Scheme.

South Oxfordshire quarter one independent cabinet member decisions

Date	Description
11/04/2022	Capital grants – to award capital grants
28/04/2022	Joint Local Plan - to launch the consultation on issues and supporting document
23/05/2022	Discretionary fuel payments scheme – to approve the scheme
21/06/2022	Taxi tariff - to approve the consultation of the review of the tariff
22/06/2022	Berinsfield Garden Village project funding



Theme 1: Protect and restore our natural world - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
PRN1	With partners, promote in-depth mapping and surveying of ecosystems across the district, planning for restoration of the natural world and working closely with land-owners and specialist agencies	Narrative report to include information on work with partners, and Habitat and Species data + changes/trends on a 12 month basis	Cllr Sue Cooper	Head of Planning	No progress to report Q1 2022/23.
PRN2	Celebrate, protect and enhance our natural assets, including the River Thames and the AONBs and their setting, promoting our rural district for tourism, leisure and wellbeing	Narrative report to include information on work to manage natural assets and ANOBs (both internally and with partners)	Cllr Andrea Powell	Head of Development and Corporate Landlord	<p>In Q1 2022/23, South Oxfordshire launched a new partnership aimed at improving the health and quality of the Thames at Wallingford. Working alongside the environmental charity Thames 21 and volunteers from the local community, water samples and user surveys are being used to provide information about the overall state of the river.</p> <p>Positive meetings have also been held between the Council and a range of relevant stakeholders regarding the development of the district's visitor economy. It is hoped that the UK Shared Prosperity Fund (UKSPF) could potentially provide a significant amount of support to develop more baseline evidence and create a more defined tourism strategy – which could eventually lead to a more coordinated and substantial promotion of the district's tourism assets.</p>
PRN3	Encourage the use of natural processes to combat risks arising from climate change, such as meadows and trees to reduce flooding	Narrative report to include direct and indirect information on use of natural processes to combat risks of climate change. This should include new policy development and direct activity undertaken by the Council	Cllr Sue Cooper	Head of Development and Corporate Landlord	<p>South Oxfordshire received no new applications relating to the Tree Planting on Council Owned Land Policy during Q1 2022/23. The Council is, however, exploring other opportunities to plant more trees across the district.</p> <p>The tree planting licenced during Q4 2021/22 has now been completed.</p>

Theme 1: Protect and restore our natural world - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
PRN4	Recognise and support the vital role of farming in economic and ecosystem resilience, local food provision and the recovery of soils and natural processes	Narrative report on activity undertaken with partners to encourage and support the vital role of farming in economic and ecosystem resilience (where possible, although this may be implicitly included in the information above)	Cllr Sue Cooper	Head of Development and Corporate Landlord	No progress to report Q1 2022/23.
PRN5	Call for the establishment of a Local Nature Partnership for Oxfordshire to promote an ambitious nature recovery programme, including tree and meadow planting, rewilding and providing habitats for wildlife including wildlife corridors	Narrative report - accepting that much of the activity to support PRN3 will be relevant here	Cllr David Rouane	Head of Policy and Programmes	During Q1 2022/23, both the Chair and Manager of the Local Nature Partnership were appointed.
PRN6	Work in partnership with the Earth Trust, Chilterns Conservation Board, North Wessex Downs AONB, the Environment Agency and others to improve access to green spaces in and around our towns, reinforcing access to nature as a priority for community wellbeing	Narrative report on activity with partners (including those named, and others), with a particular focus on work supporting the link between green spaces and community wellbeing	Cllr Pieter-Paul Barker	Head of Development and Corporate Landlord	In Q1 2022/23, the Economic Development team started to assess potential options for the next “netwalking” event – this followed a call for venues advertised in the South and Vale Business Support newsletter.

Theme 2: Openness and accountability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
OA1	Enhance trust and accountability in democratic decision-making, including live-streaming and recording of meetings, ensuring full accessibility of facilities and monitoring progress in an open and transparent way	<p>Narrative update to include information on the performance management framework, communications update on Cabinet/Council decisions, IAG around the operations/activity of the Council</p> <p>% of Public Council meetings within 12 months available online</p>	Cllr Andrea Powell	Deputy Chief Executive - Transformation and Operations	<p>All meetings continue to be livestreamed. Officers are currently working on business continuity plans to ensure that this continues when the Council vacates the offices at Milton Park.</p> <p>During Q1 2022/23, 100% of public meetings were broadcast – all of South Oxfordshire’s public council meetings over the last 12 months are online.</p>
OA2	Ensure that council departments work collaboratively to deliver best outcomes for residents	Narrative report detailing significant, non-recurring examples of inter-departmental working which have secured concrete outcomes for residents	Cllr Andrea Powell	Deputy Chief Executive - Transformation and Operations	<p>The Planning Enforcement e-mail contact was successfully migrated to the Customer Services team during Q1 2022/23. By allowing customer services advisors to not only complete all ‘once and done’ transactions but also triage more complex issues, it has helped to reduce the number of customer enquiries being handled by enforcement staff – thereby, freeing up capacity.</p> <p>Separately, the Communications team, in collaboration with Planning Policy, were able to produce an innovative, interactive website for the first Joint Local Plan (JLP) consultation. This allowed users to explore the details of the Plan across infographics, images and maps that could be moved and manipulated. In addition, Smart Survey was also embedded within the website to allow people to respond as they explored the themes of the JLP. This approach received widespread praise from the public, councillors and other local authorities.</p> <p>Teams from across the Council also continue to work closely together to support hosts and guests under the Homes for Ukraine Scheme.</p>

Theme 2: Openness and accountability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
OA3	Embed an organisational culture that celebrates diversity, inclusion and respect	Narrative report on work undertaken to celebrate diversity, inclusion and respect. Should include standard recurring activity, one off supporting activity. This should be a joint report primarily from HR/Comms but include comments from others	Cllr Maggie Filipova-Rivers	Deputy Chief Executive - Transformation and Operations	<p>In Q1 2022/23, South Oxfordshire prepared a communications and engagement plan for the Diversity and Inclusion Strategy. This was designed to raise awareness of the Strategy and to seek feedback from both staff and members.</p> <p>The Council also promoted several campaigns that feature in its Diversity Calendar. These included:</p> <ul style="list-style-type: none"> • Pride Month • Learning Disability Week • Easter • Eid <p>In addition, information and support was provided to staff and members during Mental Health Awareness week. The first of an ongoing series of wellbeing walks were held and a review was undertaken of the Council's Wellbeing Group's activities.</p> <p>Following the agreement (during Q4 2021/22) of an overarching Communications and Engagement Strategy – which includes measures to ensure that we are open and inclusive to all of our residents – Q1 saw South Oxfordshire prepare a launch plan for this document. The first step of this work will involve communicating with staff about their roles and responsibilities in helping to deliver the Strategy. Its launch will be timed to complement the Council's recently unveiled Style Guide (which itself, is a key item in the Strategy's action plan).</p> <p>South Oxfordshire also continued to share updates with members and staff on its role in helping Ukrainian refugees.</p>

Theme 2: Openness and accountability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
OA4	Apply good governance and transparency in all our working and decision-making, exploring optimal structures and mechanisms for best practice in local government	Narrative report on significant change initiatives which have resulted in restructures/new processes to deliver local govt services	Cllr Pieter Paul Barker	Head of Legal and Democratic	<p>Various initiatives are currently being progressed to review South Oxfordshire's governance arrangements – for example the Council's procurement process/contract procedure rules and assurance around information governance.</p> <p>During Q1, the work on updating South's Annual Governance Statement (AGS) continued. This remains on track to report during the summer. The Council will introduce the 2016 CIPFA guidance for the 22/23 AGS over the coming year.</p> <p>The Monitoring Officer continued to provide training to officers on local government law and process – with a specific focus on governance, delegation of powers, report writing/content and decision making. They also delivered refresher training to district councillors on the new Code of Conduct (with a particular emphasis on interests and conflicts).</p> <p>In addition, work began on rationalising the Council's decision recording processes.</p>

Theme 2: Openness and accountability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
OA5	Engage effectively with residents, Parish and Town Councils and other community organisations, using plain English in our communications and using appropriate methods and technologies to ensure equal and fair access for all	Narrative report on activities communications/engagement specific activities	Cllr Andrea Powell	Deputy Chief Executive - Transformation and Operations	<p>Following the agreement (during Q4 2021/22) of an overarching Communications and Engagement Strategy, Q1 saw South Oxfordshire prepare a launch plan for this document. The first step of this work will involve communicating with staff about their roles and responsibilities in helping to deliver the Strategy. Its launch will be timed to complement the Council's recently unveiled Style Guide (which itself, is a key item in the Strategy's action plan).</p> <p>Between April and June, South Oxfordshire issued 27 press releases, produced three town and parish and residents' newsletters and disseminated six InFocus newsletters to share important stories and information with our communities.</p> <p>South Oxfordshire also promoted the Council's grants. In particular, they highlighted the support that had been given to organisations who work with residents with learning disabilities.</p> <p>In addition, the Council supported and attended Park and Charge Scheme events in both Henley and Wallingford.</p> <p>During Q1 2022/2, the Communications team integrated its social media accounts to the Hootsuite platform. This has helped to increase efficiency and productivity, as officers no longer have to work through each account's native site. In addition, it allows for all of the analytics to be gathered in one place which will make it easier to compare and optimise performance in the future.</p> <p>Given the move to Hootsuite – and its use of different algorithms etc – it is unlikely that the stats from Q1 2022/23 are directly comparable to those from previous quarters.</p> <p>Facebook: 242 posts reached 510,000 people, total fans 5,684 (including 352 new fans) Instagram: 152 posts reached 4,700 people, total fans 564 (including 27 new fans) Twitter: 233 tweets, 82,000 impressions, total followers 11,233 (including 52 new followers)</p>

Theme 3: Action on climate emergency - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ACE1	Achieve our own zero carbon target by 2025 and support others to achieve the district target of zero carbon by 2030	Narrative report on strategic projects which will help to deliver net zero carbon for 2025/2030. This should be split between Council specific and District specific activities	Cllr Sue Cooper	Head of Development and Corporate Landlord	<p>In Q1 2022/23, the evaluation of the decarbonisation report for Thame Leisure Centre was completed. The document is now finalised, and the Council is now awaiting a further opportunity to bid into the Public Sector Decarbonisation Scheme. South Oxfordshire have also commissioned the preparation of a funding bid document for the Cornerstone.</p> <p>The Council continues to use capital to deliver LED lighting at Riverside in Wallingford and at the Abbey and Henley Leisure Centres. In addition, a new pool cover is on order for Riverside – the water temperature has also been reduced to 25°C at this location in order to save energy.</p>
ACE2	Develop an annually approved climate emergency programme and adequately finance it	Quantitative measure - delivery of an annual CEP Y/N	Cllr Sue Cooper	Head of Policy and Programmes	From Q1 2022/23, the Climate Action Plan (CAP) is being monitored as part of the Council's corporate performance management framework. It will be delivered in tandem with the Council's Corporate Plan performance reporting and will give a detailed overview of all actions that may have an impact on reducing carbon in the wider district.
ACE3	Deliver Council-owned net-zero homes and use grants, planning policy and advocacy to ensure the same standards throughout the district	Narrative Update on the current activities which WILL result in the delivery of Council owned homes (and details of those homes where possible)	Cllr Robin Bennett	Head of Development and Corporate Landlord	During Q1 2022/23, the Council completed the purchase of a property in Didcot which will be used to provide temporary accommodation – the acquisition of another building is also close to completion. As part of the work to bring these properties into use, consideration will be given to any modifications that would help to improve their energy efficiency.
ACE4	Promote and encourage behavioural change with informational campaigns and leading by example	Narrative update to include the number of communications campaigns undertaken which promote/encourage behavioural change (with examples)	Cllr Andrea Powell	Deputy Chief Executive - Transformation and Operations	During Q1 2022/23, South Oxfordshire ran 49 campaigns. 29 of these highlighted/publicised events and council news, 13 promoted behavioural change and seven promoted diversity and inclusion. The behavioural change campaigns included encouraging people to report fly-tipping and stop littering (supporting Oxfordshire County Council's SCRAP campaign), promoting the use of reusable nappies (supporting Real Nappy Week) and informing people about how to compost.

Theme 3: Action on climate emergency - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ACE5	Take positive action on single-use plastics, air quality improvement measures and sustainable transport	Suggested combined narrative update on Comms relating to single use plastics/comms relating to AQ initiatives and metrics relating to AQ (with an appreciation that this data will be skewed in 2020 due to lockdown(s))	Cllr Sue Cooper	Head of Housing and Environment	<p>South Oxfordshire has yet to receive feedback from Defra on the various Environment Bill consultations which will shape any future waste collection services.</p> <p>The Council continues to use communications channels to highlight the need to reduce plastic waste and encourage behavioural change in this area.</p> <p>During Q1 2022/23, tender documents to engage consultants to develop new Air Quality Plans were published. The closing date for returns is in July, after which submissions will be evaluated and a consultant appointed. The Council also submitted its Annual Air Quality Status Report (2021) to Defra Feedback on this is expected later in the year.</p> <p>In addition, OCC's Public Health Team, in conjunction with the districts, redeployed air quality sensors to primary school locations across the county. These devices will not only help to provide baseline data but will also monitor any changes in air quality resulting from any potential interventions. In South, the air quality sensor is located at Cholsey Primary School, Cholsey.</p> <p>South Oxfordshire also ran a number of comms campaigns during Q1 2022/23 related to improving air quality. These included promoting Walk to Work Day, highlighting Clean Air Day and marking Earth Day.</p>

Theme 3: Action on climate emergency - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ACE6	Mitigate climate change through planning and land use, enhancing biodiversity on our own land and strengthening the planning system to enforce environmental standards	Narrative update to focus on planning initiatives which support the potential deliverables where possible (primarily the development of the joint 2041 Local Plan, the joint Design Guide and carbon reduction in planning (DES8/10)	Cllr Anne-Marie Simpson	Head of Planning	<p>During Q1 2022/23, the Council's Planning Policy team has continued to work on the development of the Joint Local Plan. Between 12 May and 23 June, a public consultation – known formally as a 'Regulation 18 Part 1 Issues Consultation' – was held. This asked for people's thoughts on the main issues facing the district and how the Joint Local Plan could address them.</p> <p>Amongst the topics raised in the consultation was how to reduce carbon emissions and the potential opportunities that exist within the Joint Local Plan for helping to achieve this ambition. The Planning Policy Team are currently processing the responses that were received and preparing for the next stage of consultation (this is where policy options on climate change will be presented).</p> <p>In addition, officers have been reviewing what evidence will be needed to support any ambitious climate change policies in the Joint Local Plan. This work has involved meetings with the Oxfordshire Plan Team regarding their work and also an assessment of what will be required at a local level.</p> <p>Regular internal meetings are also taking place between the Planning Policy and Climate & Biodiversity Teams. These events are used to communicate updates, note progress, and provide any necessary advice and guidance.</p> <p>The new Joint Design Guide was agreed by South Oxfordshire's Cabinet in June 2022.</p>

Theme 3: Action on climate emergency - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ACE7	Promote the circular economy (reduce, re-use and recycle), including in our waste management contracts	<p>Narrative measure on comms activity relating to waste/ recycling</p> <p>Quantitative information on recycling rate, contamination rates, % of residual waste to landfill</p>	Cllr Sue Cooper	Head of Housing and Environment	<p>The April 2022 recycling rate was 61.55%, the landfill rate was 0.37% and the contamination rate was 9.64%. The May 2022 recycling rate was 67.52%, the landfill rate was 0.29% and the contamination rate was 7.56%. The figures for June have yet to be finalised.</p> <p>During Q1 2022/23, South Oxfordshire ran several comms campaigns. These included:</p> <ul style="list-style-type: none"> • promoting the use of Real Nappies • the Great British Spring Clean • a litter mapping project • encouraging composting.
ACE8	Support and encourage local businesses to respond to climate change and nature recovery	Narrative update on the work influencing work undertaken to support and encourage local businesses relating to climate change and nature recovery	Cllr Robin Bennett	Head of Development and Corporate Landlord	<p>In May, the Economic Development team, in partnership with Oxfordshire Greentech and Jennings Business Parks, delivered a “make a difference” workshop focusing on how small businesses could do good for both people and the planet. The event featured presentations from local companies who shared their environmental sustainability journeys. The workshop was attended by 41 guests and was well received.</p> <p>During Q1 2022/23, attention also focused on the planning of several future joint events with Abingdon and Witney College focusing on Green Skills. In addition, preparations were made for Eco-Business Fairs in Didcot and Thame.</p> <p>The Economic Development team carried out extensive work in preparing a bid for funding from the UK Shared Prosperity Fund. As decarbonisation forms a significant portion of South Oxfordshire’s proposal, they have collaborated with both the Climate Action & Biodiversity team and local stakeholders to ensure that the Council’s draft investment plan is adequately detailed and evidenced. s quarter to enable the plan to be adequately detailed and evidenced.</p>

Theme 3: Action on climate emergency - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ACE9	Promote waste minimisation initiatives such as Repair Cafés	Unless specific activity relating to Repair Café's and Freecycle can be reported on, suggest that this is covered in previous narratives	Cllr Sue Cooper	Head of Housing and Environment	<p>Although there was no specific activity during Q1 2022/23 relating to Repair Cafés and Freecycle, South Oxfordshire did run several comms campaigns to highlight ways to reduce waste. These included:</p> <ul style="list-style-type: none"> • promoting the use of Real Nappies • the Great British Spring Clean • a litter mapping project • encouraging composting <p>South also continued to promote the use of Repair Cafés through the Council's website.</p>
ACE10	Work with Oxfordshire County Council to build on our commitment to active travel including walking, public transport and cycling infrastructure	<p>Narrative update on work with Oxfordshire County Council</p> <p>Optional Quantitative metrics on the amount of new footpaths/ cycle paths</p>	Cllr Pieter-Paul Barker	Head of Development and Corporate Landlord	During Q1 2022/23, South Oxfordshire worked collaboratively with colleagues from Oxfordshire County Council on the review of the Local Transport and Connectivity Plan. As part of this work, South Oxfordshire sought to clarify the compatibility between Local Cycling and Walking Plans (LCWIPs) and the Strategic Active Travel Network (SATN) in the draft document.

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ECW1	Partner with regional agencies to ensure economic recovery, quality employment, thriving businesses and vibrant communities, avoiding the blight of “dormitory towns”	<p>Narrative report on work with partners in this area</p> <p>Quantitative metrics relating to employment rates (trends, actuals) - unemployment rate, trajectory/trend, earnings information</p>	Cllr Pieter-Paul Barker	Head of Development and Corporate Landlord	<p>Officers continued to attend Economic Recovery Task Group meetings. They also engaged with the Joint Operations Business Support, and Oxfordshire Inclusive Economy countywide initiatives.</p> <p>The Economic Development team carried out extensive work in preparing a bid for funding from the UK Shared Prosperity Fund. This aims to secure £1m worth of funding to tackle some of the key priorities within South Oxfordshire. A draft investment plan for the initial three years of the scheme has been produced and is scheduled to be finalised in Q2.</p> <p>Business confidence in South Oxfordshire is being affected by the cost-of-living crisis. While this has not yet been reflected in local unemployment rate (which currently stands at 2.4 per cent – down from 2.5 per cent in Q4 2021/22), strategic employment partners have voiced concerns that the current situation could quickly reverse in the face of ongoing pressures.</p> <p>During Q1 2022/23, the Virtual High Street Initiative was officially launched in Thame and was met with enthusiasm by local traders. This Initiative will enable the consolidation of South Oxfordshire based independent retailers on a single e-commerce platform. A total of 40 traders are established on the portal, with over 900 products available to order through the site.</p> <p>There is a staged rollout of the Initiative to individual towns, with Henley and Wallingford due to follow Wantage in the next two quarters. Ahead of these scheduled launches, there has been strong interest from local businesses in signing up for the scheme.</p>

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ECW2	Provide advice on access to grants, training and diversification programmes, helping local businesses to build agility and resilience	Quantitative measures - number of businesses we engage with, social media hits, newsletter subscribers, clickthrough rate, numbers of business grants awarded	Cllr Robin Bennett	Head of Development and Corporate Landlord	<p>During Q1 2022/23, the reconciliation work for the Additional Restrictions Grant Fund commenced. Over the entirety of scheme, South Oxfordshire distributed grants totalling £5,862,763.</p> <p>Also, during Q1 2022/23 nine enquiries were logged on Tractivity. Ongoing grant enquiries (non-covid related) made up the majority of most complex asks.</p> <p>By the end of Q1 2022/23, there were 2,468 subscribers to South and Vale's economic development newsletter – an increase of 19 over the previous reporting period. There was 1,641 clickthroughs from these – and the average open rate was 54.2 per cent (much higher than the industry average).</p> <p>From April and June, there were 2,792 users of the South and Vale Business Support Website – of these 2,702 were new visitors. Between them they generated 7,324 page views.</p> <p>The Business Support Twitter feed had 1,473 followers by the end of Q1 2022/23. Activity undertaken during the quarter created 12,996 impressions, 408 engagements, 15 new followers and 1,444 profile visits.</p> <p>At the end of Q1 2022/23, South and Vale Business Support's Facebook page had 146 likes, with quarterly activity creating 5,312 impressions and 144 engagements.</p> <p>The Economic Development team ran four in-person digital business skills events during Q1 2022/23:</p> <ul style="list-style-type: none"> • Advertising on Facebook and Instagram – there were 51 attendees at this event, of which 17 were from businesses in South Oxfordshire and four were from businesses that operate in both South and Vale. <p>(update continues on page 32)</p>

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ECW2	Provide advice on access to grants, training and diversification programmes, helping local businesses to build agility and resilience	Quantitative measures - number of businesses we engage with, social media hits, newsletter subscribers, clickthrough rate, numbers of business grants awarded	Cllr Robin Bennett	Head of Development and Corporate Landlord	<ul style="list-style-type: none"> Selling on Facebook and Instagram – there were 43 attendees at this event, of which 15 were from businesses in South Oxfordshire and five were from businesses that operate in both South and Vale. Creating and sending newsletters using Mailchimp – there were 41 attendees at this event, of which 20 were from businesses in South Oxfordshire and five were from businesses that operate in both South and Vale. Using LinkedIn to generate Business – there were 64 attendees at this event, of which 29 were from businesses in South Oxfordshire and six were from businesses that operate in both South and Vale. <p>The Economic Development team also ran four online Digital Skills workshops for businesses looking to reach new customer bases.</p> <p>These events were well attended and provided an opportunity to encourage local companies to join the Council's Virtual High Street Initiative.</p> <p>The Council also sent out 13 Start Your Own Business Guides and 7 Greening the Web Guides during the quarter.</p>

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ECW3	Plan for communities connected by walking & cycling networks, with sustainable, accessible and affordable public transport and reliable Broadband, learning the lessons from the Covid-19 experience and enabling more home-working	<p>Narrative update on work support reliable broadband (where possible)</p> <p>Narrative update on transport initiatives</p> <p>Quantitative - new footpath/ cycle paths delivered</p>	Cllr Anne-Marie Simpson	Head of Development and Corporate Landlord	<p>The Council continued to work with the Oxfordshire Digital Infrastructure Partnership (DIP) Board regarding the rollout of broadband infrastructure. During Q1 2022/23, the DIP raised issues in relation to planning application requirements in Areas of Outstanding Natural Beauty – the Economic Development team liaised with colleagues to ensure that these matters received timely responses.</p> <p>Economic Development also highlighted with Housing Needs the potential opportunity of developing a list of Multiple Dwelling Units of social housing which could be prioritised for full fibre connections.</p> <p>South Oxfordshire's Cabinet approved the new Didcot Garden Town Delivery Plan and a supplementary estimate to the revenue budget of £660,000 (fully funded from external grants) at their meeting on 23 June 2022. The new plan includes proposals for public transport, an active walking and cycling network, communal facilities and accessible green spaces. The aim of this refocus is to: bring forward additional community improvements, align the Didcot Garden Town Project with the Council's climate action, health and wellbeing agendas, and assist economic recovery following the pandemic.</p> <p>In addition, the Cabinet (at the same meeting) agreed to transfer grant funds of £6.2 million to Oxfordshire County Council towards the costs of phase 3 of the Northern Perimeter Road. A funding agreement is currently being prepared.</p> <p>During Q1 2022/23, a procurement exercise has been held to appoint a consultant to develop a Local Cycling and Walking Infrastructure Plan for Didcot and its environs. This project is scheduled to be completed by December 2022 and will recommend improvements to both existing and new cycling/ walking routes for the purposes of commuting and leisure.</p>

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ECW4	Launch a new community wellbeing strategy to encourage and support culture, leisure and the arts	Approval/Launch of 'Community Wellbeing Strategy' Y/N (document should encompass large parts of information above)	Cllr Maggie Fillipova-Rivers	Head of Policy and Programmes	During Q1 2021/22, officers continued to collect data to inform the development of the new Community Wellbeing Strategy. Work also commenced on drafting the document.
ECW5	Use our planning powers to preserve our valuable green spaces, particularly in urban areas	Number of Neighbourhood Plans implemented/green spaces secured	Cllr Anne-Marie Simpson	Head of Planning	<p>South Oxfordshire currently has three emerging Neighbourhood Plans at examination and a further three that are approaching referenda. In total, these Plans contain proposals to protect 23 green spaces through Local Green Space designations. They also contain measures to protect a further 13 green spaces through other forms of policy protection.</p> <p>South Oxfordshire are also supporting the preparation of 12 new Neighbourhood Plans and five Neighbourhood Plan reviews. All are considering the preservation of important green spaces.</p>
ECW6	Work with our communities to maximise Community Infrastructure Levy funds and to allocate these to achieve best outcomes for residents in the District	<p>Narrative update about work in this area to include detail of new CIL spending strategy, communication with parishes</p> <p>Quantitative elements - CIL Spend broken down by type, by parish</p>	Cllr Robin Bennett	Head of Finance	<p>During April 2022, £847,945 was paid to town and parish councils that had seen CIL liable developments in their areas during the previous six months.</p> <p>Since the introduction of CIL in 2016, £6,278,221 has been made available to town and parish councils for use on local projects to support development.</p> <p>South Oxfordshire's new capital programme came into effect at the start of the quarter. Within this programme, £2,419,500 of CIL funding is allocated for 2022/23.</p>

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
ECW7	Take enforcement action on fly-tipping and dog fouling	<p>Small narrative on Fly Tipping/dog following activity (with Comms input on any campaigns)</p> <p>Qualitative data on fly tipping - what we collect, where from, how much, nature of enforcement action undertaken, hotspot map</p>	Cllr Sue Cooper	Head of Housing and Environment	<p>In April 2022, there were 73 fly tips in South Oxfordshire. This was an increase on the 69 fly tips recorded in April 2021.</p> <p>In May 2021, there were 43 fly tips in South Oxfordshire. This was a decrease on the previous year when 66 fly tips were recorded.</p> <p>The figures for June 2022 are, unfortunately, not yet available.</p> <p>During Q1 2022/23, the Council issued three Fixed Penalty Notices for waste crimes and two for abandoning a vehicle. There were also four fly-tipping prosecutions (all for incidents around Lewknor and Chinnor) – a further six prosecutions are pending.</p> <p>In addition, officers received 79 abandoned vehicle reports between April and June. Of these, 30 vehicles were not on site, 23 were identified as not abandoned, 17 investigations remain ongoing and nine were duplicate cases.</p> <p>South Oxfordshire also ran the following communications during Q1 2022/23: promoting SCRAP, the county-wide anti-flytipping and anti-littering campaign. highlighting specific incidents of flytipping through social media. the launch of the Council's litter mapping project.</p>
ECW8	Work with local partners to introduce civil parking enforcement as a district responsibility	Narrative update on progress	Cllr David Rouane	Head of Development and Corporate Landlord	<p>Civil parking enforcement – undertaken by Oxfordshire County Council contractors – is in place in the district.</p> <p>A report detailing the outcomes of a consultation on a new car park order has been drafted. It will be considered by the Cabinet during Q2 2022/23.</p>

Theme 5: Homes and infrastructure that meet local need - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
HILN1	Didcot Garden Town priority projects as identified by the Advisory Board, specifically a sustainable plan to redevelop the Didcot Gateway site, a public transport and active walking and cycling network, community facilities and accessible green spaces for Didcot residents	Narrative update against the stated aim, to include as many of the potential deliverables as possible, but not limited in scope to this	Cllr Robin Bennett	Head of Policy and Programmes	<p>South Oxfordshire's Cabinet approved the new Didcot Garden Town Delivery Plan and a supplementary estimate to the revenue budget of £660,000 (fully funded from external grants) at their meeting on 23 June 2022. The new plan includes proposals for public transport, an active walking and cycling network, communal facilities and accessible green spaces. The aim of this refocus is to: bring forward additional community improvements, align the Didcot Garden Town Project with the Council's climate action, health and wellbeing agendas, and assist economic recovery following the pandemic.</p> <p>In addition, the Cabinet (at the same meeting) agreed to transfer grant funds of £6.2 million to Oxfordshire County Council towards the costs of phase 3 of the Northern Perimeter Road. A funding agreement is currently being prepared.</p> <p>During Q1 2022/23, a procurement exercise has been held to appoint a consultant to develop a Local Cycling and Walking Infrastructure Plan for Didcot and its environs. This project is scheduled to be completed by December 2022 and will recommend improvements to both existing and new cycling/walking routes for the purposes of commuting and leisure.</p> <p>Consultants were also selected in Q1 2022/23 to progress the proposals for the Didcot Central Corridor. Their initial focus is to develop a placemaking strategy to help regenerate the town centre.</p> <p>Initial discussions have taken place between the Council and Public Health to prepare for a healthy place shaping programme targeting health inequalities within Didcot.</p> <p>Plans have been made for a Didcot Garden Party to take place over the summer holidays. Activities have been arranged and a communications campaign organised.</p>

Theme 5: Homes and infrastructure that meet local need - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
HILN2	The transformation of Berinsfield into a thriving Garden Village with improved facilities that are developed in line with the community's needs and aspirations	Narrative update against the stated aim, to include as many of the potential deliverables as possible, but not limited in scope to this	Cllr Robin Bennett	Head of Policy and Programmes	<p>The Berinsfield Garden Village team has continued to work with the local community to map all the existing community assets. This will not only allow them to identify any gaps in the provision of services but also help to develop discussions regarding need.</p> <p>During Q1 2022/23, the Berinsfield Grants Scheme was opened. The Council offered advice and assistance to local voluntary groups looking to make an application. Eleven submissions were received (two capital only, five revenue only, and four revenue + capital) before the closing date – both funds were heavily oversubscribed. Awards will be confirmed in Q2.</p> <p>Discussions were held with Berinsfield Parish Council regarding the development of a new Neighbourhood Plan.</p>
HILN3	New council-owned homes with a focus on quality of design, affordability and local requirements	Narrative Update on the current activities which WILL result in the delivery of Council owned homes (and details of those homes where possible) Also reporting on progress of Design Guide	Cllr Robin Bennett	Head of Development and Corporate Landlord	<p>During Q1 2022/23, the Council completed the purchase of a property in Didcot which will be used to provide temporary accommodation – the acquisition of another building is also close to completion. As part of the work to bring these properties into use, consideration will be given to any modifications that would help to improve their energy efficiency.</p> <p>Following a competitive tendering process, a project manager, cost consultant and clerk of works are in the process of being appointed to help deliver the Broadway Housing Scheme development.</p> <p>The new Joint Design Guide was agreed by South Oxfordshire's Cabinet in June 2022.</p>
HILN4	Support and encouragement for the retrofit of our existing housing stock for low-carbon performance and to eliminate fuel poverty	Narrative update on current/completed activities and influencing activity	Cllr Sue Cooper	Head of Policy and Programmes	

Theme 5: Homes and infrastructure that meet local need - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
HILN5	Elimination of homelessness in our District	<p>Narrative update on progress in this area</p> <p>Quantitative information on - Homelessness rates, homeless cases and TA numbers, length of stay in TA and effectiveness of interventions (avoided homelessness)</p>	Cllr Maggie Fillipova Rivers	Head of Housing and Environment	<p>South Oxfordshire recorded only two rough sleepers at the end of Q1 2022/23. The very low levels of rough sleeping in the district reflects the success of the Council's preventative approach.</p> <p>The number of homeless households in temporary accommodation (TA) on 30 June 2022 was 12 – an increase of three on the previous quarter. The average length of stay in emergency accommodation was 83 nights, marginally above the ceiling target of 42. This reflected the highly complex specific needs of one client</p> <p>During Q1 2021/22, the rate of successful homelessness prevention was 82.0 per cent. This was above the target of 80.0 per cent.</p> <p>South also continues to actively participate in the countywide Homelessness & Rough Sleeping Strategy (and in fact currently chairs the countywide Homelessness Steering Group). At this Oxfordshire-level, Q1 saw the successful launch of the county's innovative alliance approach to single homelessness services.</p>
HILN6	Bringing empty properties back into use	Narrative update on any relevant initiatives to reduce the number of empty properties and any data on empty property levels in South Oxfordshire	Cllr Robin Bennett	Head of Development and Corporate Landlord	<p>An extension to the Meanwhile in Oxfordshire project was requested by the partnership leads (Oxford City Council and OxLEP). The status of this appeal is unclear and, therefore, the future of the scheme remains in doubt. If the Meanwhile in Oxfordshire project fails to secure an extension, there will be no current local funding in place to tackle the issue of vacant premises.</p> <p>At the end of Q1 2022/23, there were 451 standard dwellings in South Oxfordshire that had been empty for longer than six months.</p>

Theme 5: Homes and infrastructure that meet local need - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
HILN7	Ensuring that our teams are ready to access or signpost to any Government schemes or funding that is made available	Narrative update on signposting activity and if possible, update on take-up	Cllr Robin Bennett	Head of Policy and Programmes	<p>During Q1 2022/23, work has continued to embed the External Funding Lead within the organisation. Progress has also been made on introducing the necessary governance structures and documentation to ensure that any future funding bids align are deliverable and align with South Oxfordshire's goals.</p> <p>Officers worked with colleagues from Oxfordshire County Council to make a joint application for further Local Electric Vehicle Infrastructure (LEVI) funding. We are currently awaiting the outcome.</p> <p>Work also continued on ensuring that the Council is prepared for phase 3b of the Public Sector Decarbonisation Scheme.</p>
HILN8	New homes are future-proofed, meeting the highest environmental standards and enhancing nature through sensitive, high quality design	Narrative update around refresh of the design guide, local plan, and information around DES10	Cllr Anne-Marie Simpson	Head of Planning	<p>During Q1 2022/23, the new Joint Design Guide was agreed by South Oxfordshire's Cabinet. Following feedback received during the consultation process, the content of the Guide was updated to include more references, advice and signposting to energy efficiency matters – greater emphasis was also given to their significance.</p>
HILN9	Spatial planning embeds public health, wellbeing and sustainability	Narrative update on work around planning reinforcing wellbeing and sustainability. This should include 'health based planning data' where possible - information on public gym equipment - footpaths, cycle paths etc.	Cllr Anne Marie Simpson	Head of Policy and Programmes	<p>During Q1 2022/23, the Council's Planning Policy team has continued to work on the development of the Joint Local Plan. Between 12 May and 23 June, a public consultation – known formally as a 'Regulation 18 Part 1 Issues Consultation' – was held. This asked for views on a draft vision for the Joint Local Plan and included matters relating to the environment and healthy lifestyles.</p> <p>The Planning Policy team are currently processing the responses that were received.</p>

Theme 5: Homes and infrastructure that meet local need - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
HILN10	Changes over time in our stock of homes meet local needs	<p>Narrative update based on information available from 3rd parties and the impact this has on the local area</p> <p>Bedroom mix in new developments breakdown every 6 months"</p>	Cllr Anne-Marie Simpson	Head of Planning	<p>During April and May 2022, 53 affordable properties have been reported as delivered. A quarterly total, including June, will be made available towards the end of July. The type and size of the 53 units currently delivered in Q1 is as follows:</p> <ul style="list-style-type: none"> - 2 x 1 bed maisonettes - 9 x 2 bed flats - 34 x 2 bed houses - 7 x 3 bed houses - 1 x 4 bed house <p>It should be noted that over the life of a development, different dwelling and tenure types will be delivered at varying rates depending upon the developer's build programme.</p>

Theme 5: Homes and infrastructure that meet local need - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
HILN11	Sustainable transport solutions prioritise walking, cycling and public transport to reduce car dependency and air pollution	Narrative update on overall progress relating to sustainable transport solutions - particularly EV elements	Cllr Pieter-Paul Barker	Head of Development and Corporate Landlord	<p>During Q1 2022/23, 60 electric vehicle (EV) charging bays became operational in five of the Council's car parks as part of the Oxfordshire wide "Park and Charge" project.</p> <p>Officers also worked with colleagues from Oxfordshire County Council to make a joint application for further Local Electric Vehicle Infrastructure (LEVI) funding. We are currently awaiting the outcome.</p> <p>South Oxfordshire also provided support and advice to the County Council in relation to an EV charging pilot (DoorSTEP) which looks to install non-trip hazard electric charging infrastructure for properties with on-street parking.</p> <p>In addition, a procurement exercise was held to appoint a consultant to develop a Local Cycling and Walking Infrastructure Plan for Didcot Garden Town and its environs. This project is scheduled to be completed by December 2022 and will recommend improvements to both existing and new cycling/walking routes for the purposes of commuting and leisure.</p> <p>The draft Active Communities Strategy was considered by South's Scrutiny Committee in June 2022. It was well received by members and will come before Cabinet during Q2 2022/23. One of the key themes of the Strategy is to: 'create healthier communities through walking and cycling'.</p>

Theme 6: Investment that rebuilds our financial viability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
IRFV1	Develop and implement an innovative Transformation Strategy to diversify our revenue streams, improve our effectiveness and secure our on-going viability	<p>Narrative measure relating to the development of an overarching Transformation Strategy and any overall narrative linking to potential deliverables</p> <p>Quantitative data - Income relative to Net expenditure (in context), this could be broken down by service</p>	Cllr Leigh Rawlins	Deputy Chief Executive - Transformation and Operations	<p>During Q1 2022/23, substantial progress was made in relation to the procurement of a new Customer Relationship Management (CRM) system. A preferred supplier has been identified and contract award arrangements are progressing. The delivery of the CRM system is scheduled for the end of Q3.</p> <p>In addition, the Council's property and asset management IT solution went live in Q1. It is now being utilised by the Property and Technical teams.</p> <p>Upgrades to the system that delivers online E-forms and the Binzone app are currently being completed. These will help to improve the customer experience.</p> <p>Work also progressed during Q1 on updating the Council's GIS system to the latest software.</p>
IRFV2	"Invest to save" for the District, including the delivery of sustainable new Council offices – on time and within budget – to realise future operational efficiencies	Narrative on progress of the Corporate Office project, including data on current spend on office accommodation which will no longer be spent once project completed. Further narrative to discuss impact of new building finances	Cllr Leigh Rawlins	Deputy Chief Executive - Transformation and Operations	Work on the detailed design of the delivery of the new council offices and the masterplan continued during Q1 2021/22.

Theme 6: Investment that rebuilds our financial viability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
IRFV3	Exercise strong Stewardship of all Council assets including property and financial investments, optimising their performance for the benefit of our residents	Narrative update on the progress of the SPR, in the initial period detailing the scope and scape, then once SPR has been delivered, the outcomes and future measures (quant element)	Cllr Leigh Rawlins	Head of Development and Corporate Landlord	<p>During Q1 2022/23, the Strategic Property Team continued to lease vacant properties, progress lease renewals and review rents.</p> <p>Progress was also made on work regarding potential housing development sites – and their promotion - via the Housing and Economic Land Availability Assessment.</p> <p>In addition, the Asset Management Group (established during Q3 2021/22) continues to meet on a quarterly basis to progress implementation of the Strategic Property Review and to consider assets in line with the council's corporate priorities.</p>
IRFV4	Maximise external funding opportunities to support our services and to enrich our leisure, sporting and community activities	<p>Narrative update relating to external funding utilisation, both funding received direct to the council, and projects which have received part external funding or are in progress if not already delivered</p> <p>Specific elements which should be included - Proportion of spend on leisure/community facilities vs amount funded by Council.</p> <p>CIL/106 spend broken down by type/parish</p> <p>Externally funded Capital schemes</p> <p>Total External funding received figure - narrative should be clear that this is not the total figure</p>	Cllr Maggie-Fillipova Rivers	Head of Policy and Programmes	<p>During Q1 2022/23, work has continued to embed the External Funding Lead within the organisation. Progress has also been made on introducing the necessary governance structures and documentation to ensure that any future funding bids align are deliverable and align with South Oxfordshire's goals.</p> <p>Officers worked with colleagues from Oxfordshire County Council to make a joint application for further Local Electric Vehicle Infrastructure (LEVI) funding. We are currently awaiting the outcome.</p> <p>Work also continued on ensuring that the Council is prepared for phase 3b of the Public Sector Decarbonisation Scheme.</p>

Theme 6: Investment that rebuilds our financial viability - performance updates against reporting measures

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	Q1 Performance Update
IRFV5	Invest responsibly and ethically with the Climate Emergency at the heart of what we do	Narrative update detailing changes which have included climate elements into regularised decision making	Cllr Leigh Rawlins	Head of Finance	No progress to report Q1 2022/23.