



South Oxfordshire District Council

2022/23 Annual Corporate Performance Report

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Introduction: How performance is measured

The council's activities are guided by our four-year Corporate Plan for 2020-2024, and by fulfilling our statutory responsibilities. Key measures are reviewed and reported through quarterly and annual performance reports. These reports are subject to an approval process by the council's senior management team, Scrutiny Committee, Climate and Ecological Emergency Advisory Committee (CEEAC) and Cabinet. This ensures that the necessary controls are in place regarding monitoring, evaluation, decision-making and policymaking.

Many of our services are provided by contractors, and the performance of our five key contractors are monitored through separate annual reviews and reported to the council's Joint (with Vale of White Horse District Council) Scrutiny Committee.

The council established and integrated a Performance Management Framework in 2021/22. The Council's approach to Performance management is now embedded within and an inherent part of the Council's culture and is fundamental to the achievement of our priorities set out in the Corporate Plan 2020-24. It also helps us to place our residents at the centre of what we do as they can see how well we are doing and how we intend to improve.

Performance management is about having the information needed to allow us to take corrective action if service delivery or outcomes against the Corporate Plan are not as expected. This action may be at individual, service, or thematic level.

Everyone has a role in improving performance. Our performance Management Framework helps to show how individual activities contribute to the strategic themes in the Corporate Plan 2020-24 and in turn, the overall performance of the Council.

The Council's Corporate Plan 2020-2024 contains six strategic themes:

	Protect and restore our natural world
	Openness and accountability
	Action on climate emergency
	Improved economic and community well-being
	Homes and infrastructure that meet local needs
	Investment that rebuilds our financial viability



The Performance Management Framework has enabled the council to maximise the value in our data and information, by making all our performance reports publicly available.

To see all quarterly Corporate Performance reports, please visit the [website](#)

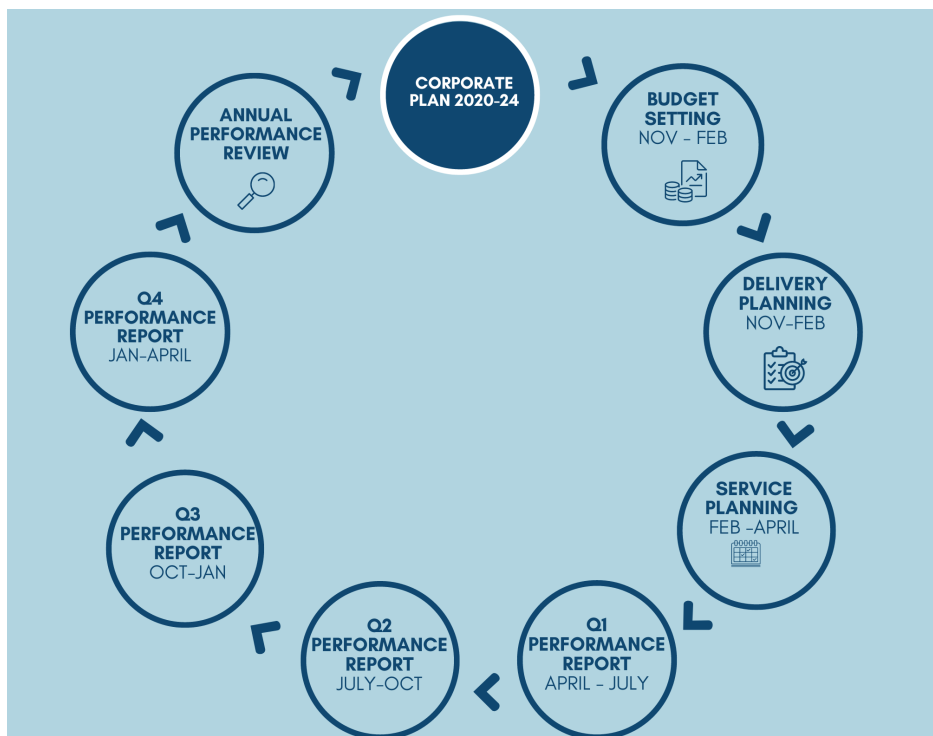
The South Oxfordshire District Council Corporate Plan for 2020/24, sets out what we hope to achieve for South Oxfordshire during this time.

Although work is underway on these themes, we are continuing to explore how best we can effectively invest, resource, and deliver these. During the development of the Plan, there was much uncertainty about the future of local government, both in terms of its structure and its financing. This uncertainty remains, and we continue to position ourselves to respond to the changing landscape we operate within. As a result, we have had to continue working hard to prioritise what we want to provide.

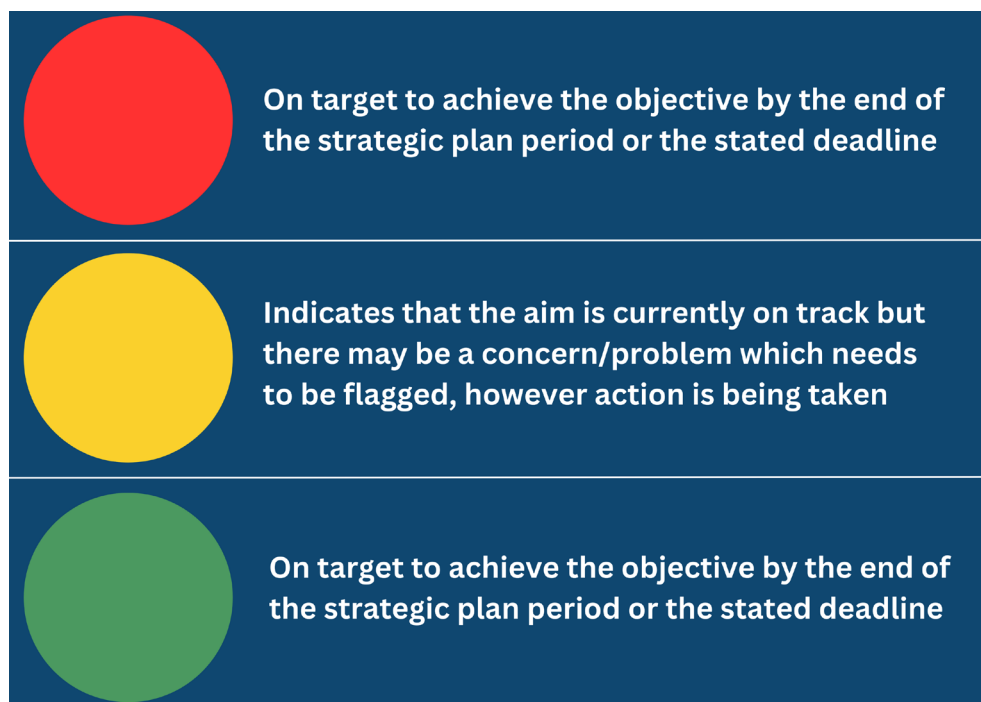
The annual performance review for 2022/23 aims to offer a high-level evaluation of both actions done during the preceding 12 months (April 2022 - March 2023) and progress made towards the objectives specified in the Corporate Plan.

The RAG (red, amber, green) ratings of individual actions are determined by Heads of Service and Officer Leads and aim to provide an 'at a glance' indication of overall progress towards the aims. Where aims have been identified as amber or red, some supporting commentary has been included to assist members with their discussions and suggestions for any remedial actions.

Performance reporting cycle:



RAG rating definitions:



Theme 1: Protect and restore our natural world

This year, in line with our commitment to connect urban communities to their local green spaces and restore nature to urban environments, tree planting was completed at a number of key sites: Castle Meadows in Wallingford, Wittenham Close in Woodcote, and Greys Road and Kings Road Car Parks in Henley. In Didcot, tree planting took place at Mowbray Fields, Buckingham Close, Worcester Drive and on the Ladygrove Estate. A wild meadow was planted at Cronshaw Close.

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

The council worked with partner organisations who are involved with in-depth mapping and surveying of ecosystems across the district. The Thames Valley Environmental Records Centre survey of Local Wildlife Sites, used to create an Annual Monitoring Report, has been produced and will allow the council and partner organisations to monitor, protect, and respect wildlife, habitats, and priority species.

In December, the council secured £1m of funding through HM Government's UK Shared Prosperity Fund (UKSPF). The council's plans for this money include using £125,000 to create or improve local green spaces in 2024/25. Officers from the Economic Development team have now started work on a delivery action plan detailing how this funding will be made available to appropriate organisations. Officers also created an expression of interest form to allow external organisations (such as AONBs) to pitch appropriate projects for potential funding.



Work has begun on a tender document for the development of a visitor economy strategy for the district. It is anticipated that this strategy will include a focus on South Oxfordshire's natural capital. Officers from Economic Development joined the OxLEP steering group for the development of the Oxfordshire Destination Management Plan. Their involvement will help to ensure that OxLEP's work complements the council's own visitor economy strategy development work. The council also continued to promote the district to visitors through local Destination Management Organisations.

A Chair and a Manager for the Oxfordshire Local Nature Partnership were appointed. This will ensure strong leadership to promote an ambitious nature recovery programme across the county.

To recognise and support the vital role of farming in economic and ecosystem resilience, officers from Economic Development have worked to ensure that the importance of the rural economy is noted within the emerging Strategic Economic Plan for Oxfordshire.

After consultation meetings with key stakeholders including farming businesses and representatives as well as representatives of the district's AONBs, the Economic Development team submitted a bid to the Rural England Prosperity Fund (REPF) to unlock c. £730k of funding. Due to a delay in the Government's timetable, the council is still awaiting a decision on its bid.

Funded by all Oxfordshire local authorities, throughout the year the Berkshire, Buckinghamshire, and Oxfordshire Wildlife Trust provided advice to farmers and landowners of Local Wildlife Sites and assisted those looking to access funding to allow habitat restoration.

Economic Development also offered business support to Earth Trust to enhance their co-working and events facilities. The emphasis of this work has been on improving relationships with local suppliers.



Theme 2: Openness and accountability

During 2022/23, South Oxfordshire approved a Diversity and Inclusion Strategy. This sets out the council's approach and vision to creating an environment which promotes respect for and understanding of everyone. The accompanying action plan sets out how South will achieve this goal.

South Oxfordshire completed the procurement of a new Customer Relationship Management (CRM) system in Q2 2022/23. The CRM will help to improve the customer experience, streamline processes and improve services. Progress is currently being made on transitioning services to the new system.

With the aim of increasing meaningful engagement with everyone, South Oxfordshire has built a database to analyse the equalities data collected from its surveys. The equalities data of participants (gender, age, ethnicity and disability) is then compared with the district's population data to assess whether the respondents represent the characteristics of the general population. This information will then be used to develop strategies to reach demographic groups that are under-represented in the council's consultations. As part of this work, South has launched the 'Help us keep your community connected questionnaire'. This aims to collect the contact details of local organisations and community groups (especially those that represent/relate to certain protected characteristics).

Throughout 2022/23, officers have been progressing a project to replace the council's consultation and engagement platform. The council is currently finalising a decision on the provider, with the aim of implementing in Q1 2023/24.

Officers 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 novel approach received widespread praise.

South Oxfordshire has increased the amount of information that it provides through the creation of a data hub section on its website. Reports and information are published/updated on a regular basis with the aim of increasing the public's understanding of what the does, how it works and how decisions are made.

South Oxfordshire has made improvements to the Code of Corporate Governance and the Annual Governance Statements, and the Council have added both a governance map and a Managers Assurance Statement to its governance framework. The Council have also enhanced its procurement process with the aim of ensuring that a more strategic approach is taken to commissioning.



Theme 3: Action on climate emergency

South Oxfordshire's Climate Action Plan (CAP) was published in February 2022 and progress towards its delivery has been monitored in tandem with the Council's Corporate Plan performance reporting. CAP reporting started in Q1 2022/23.

South Oxfordshire District Council is committed to becoming net carbon neutral in its own operations by 2025. Working towards this, the council installed LED lighting in public toilets in Wallingford and Dorchester, reduced the temperature of the Riverside pool in Wallingford to 25 degrees Celsius and ordered a new pool cover. Council also reviewed a draft report from the Energy Savings Trust which examines options for the decarbonisation of staff mileage and the council's vehicle fleet.

In quarter four, the council was informed of its successful bid for funding from the Public Sector Decarbonisation Scheme for work at Cornerstone. The council was awarded £376,071 of funding, for energy efficiency measures including installation of solar panels and air source heat pumps. The council also commissioned decarbonisation surveys for its leisure centres which will allow officers to prepare proposals for any potential future funding opportunities.

The role of the council as a planning authority is vital in tackling the climate emergency and achieving our target to be a carbon neutral district by 2030. The first public consultation on the Joint Local Plan (JLP) took place in May and June. Topics raised included how the Plan might offer opportunities to cut carbon emissions. Planning Policy officers, working internally with Climate and Biodiversity Officers, researched policy approaches for greener construction and appointed consultants to prepare a Net Zero Carbon Evidence Base for the JLP. This will provide recommendations on the best policy approach to take to secure zero carbon development and good growth. Alongside studies underway on Habitats, Species Decline, and Landscape, this will inform new policies within the JLP, designed to protect South Oxfordshire's environment.

Work on the strategic level plan for Oxfordshire, the Oxfordshire Plan 2050, ceased in August after the participating councils were unable to reach an agreement on the approach for future housing needs. Work on climate change, biodiversity and environmental standards continues through the JLP.



Officers contributed to the development of a route map and action plan for the Pathways to a Zero Carbon Oxfordshire project. The Net Zero Route Map and Action Plan was endorsed by the Future Oxfordshire Partnership in March. Officers also reviewed potential ways district councils can best help to accelerate the uptake of retrofit within their areas.

Supporting businesses in our district to respond effectively to the challenges of climate change and natural recovery remained an important priority. Throughout the year, the Economic Development team worked with partners to deliver training, workshops and business-networking events which have been well attended and well received.

Following a successful bid, the Economic Development team began work in quarter four to determine how the council's UK Shared Prosperity Fund allocation could be used. £150,000 has been secured to support business decarbonisation in 2023/24 to 2025 and £100,000 to help build capacity to develop 'green skills' in 2024/25. Detailed proposals will be taken through the governance process during 2023/24.

The council continue to act on its commitment to active travel including public transport. Officers from the council worked on a steering group for the Oxfordshire Strategic Active Travel Network (SATN) project which considered a longlist of strategic routes across Oxfordshire for walking and cycling. Officers also reviewed the safeguarded transport schemes alongside the County Council.

In addition, the council worked with Oxfordshire County Council on the review of the Local Transport and Connectivity Plan. The council are now participating in the new Enhancement Partnership Board which manages the additional £12.7 million in HM Government funding for the Bus Service Improvement Plan. This work is crucial in helping communities and businesses to reduce carbon emissions associated with travel.

It is a priority for the council to maintain good air quality in the district, for the health of all residents. 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 during quarter one. Monitoring will provide baseline data and will highlight any changes as a result of planned interventions. This work is ongoing.



The council developed new Air Quality Action Plans and in quarter four a longlist of potential actions to improve air quality was discussed with the Leader of the Council, the relevant portfolio holder, and members representing wards in which there is an Air Quality Management Area. Draft plans were reviewed by officers ahead of formal consultation beginning in quarter one 2023/24.

To meet its commitment to increase biodiversity in the district, the council launched a nature recovery project called 'Let It Bee'. This aims to increase biodiversity on council land by allowing wildflowers and plants to grow on specific sites. To help achieve this, the cutting regimes in these areas have been modified.

At a meeting of Full Council 14 July, Members passed a motion to support farming and the food system in our district which included commitments to support sustainable food production and to reduce food waste. Work on implementation is ongoing through the Oxfordshire Food Strategy.

The council continues to work to improve waste and recycling services in relation to the environment and to reduce recycling contamination. All homes within the district received the council's waste and recycling leaflet as an insert with this year's council tax bill and a new waste calendar was also promoted on social media.

The council has run numerous communications campaigns throughout the year, aimed to encourage behaviour change in relation to climate change and the environment, as well as encouraging engagement with county-wide or national campaigns. The council has continued to update and promote its own online resources, such as a new energy saving webpage which includes information on retrofitting and sources of advice on reducing energy consumption.



Theme 4: Improved economic and community well-being

South Oxfordshire secured £1m of funding through HM Government's UK Shared Prosperity Fund (UKSPF). This money will be used to enable a three-year pipeline of projects designed to support local businesses and the district's economy. After accepting the award, work began immediately on implementing the planned programme of activity – proposed projects include the development of a strategy on the local visitor economy and a scheme to support businesses to decarbonise. Officers have also created an expression of interest process to allow organisations to pitch ideas that align with South Oxfordshire's UK Shared Prosperity Funding plans.

Work has begun to re-embed the South and Vale Business Support website into the main council website. Not only will this deliver cost savings, but also better reflect Economic Development's role (through both the UK Shared Prosperity and the Rural England Prosperity Funds) in achieving our corporate objectives.

In Q1, South Oxfordshire officially launched its Digital District Programme (Virtual High Street Initiative). By the end of 2022/23, 197 businesses were registered on the council's e-commerce platform. Due to its continued success, South renewed its contract with Shopappy (the website hosting the platform) for another year.

South Oxfordshire has become a member of OxLEP's steering group for development of the Oxfordshire Destination Management Plan – with the intention of ensuring that the steering group's work complements the council's own visitor economy strategy. It also has a connection to the working group overseeing the development of the emerging Strategic Economic Plan for Oxfordshire, with officers attending meetings and workshops with the purpose of ensuring that the Plan continues to align with the South's objectives.



Throughout the year, South Oxfordshire has continued to work with communities across the district to support them through the cost-of-living crisis (particularly in relation to food initiatives and the provision of support for those in most need). They have also maintained the support provided for the South's Ukrainian guests and their hosts – The budget, approved by Full Council in February, provides support for the Community Enablement and Community Hub teams for the next financial year.

The Cabinet approved an Active Communities Strategy. By the end of the year, a draft delivery plan for the Strategy had been completed.

The South has continued to encourage involvement in physical activities. The Active Communities team secured an additional year's funding for the 'Move Together' programme (designed to help people with long-term health conditions become more active). In addition, the council received funding for a second year of the 'You Move' project (aimed at families with children and in receipt of benefits).

South Oxfordshire continued to work with the Oxfordshire Digital Infrastructure Partnership (DIP) Board regarding the rollout of broadband infrastructure. In Q3 2022/23, the council attended the Digital Infrastructure Partnership (DIP) board meeting where officers received an update on the GigaHub and Broadband in Rural Oxfordshire projects.



Theme 5: Homes and infrastructure that meet local needs

During 2022/23, work progressed on the development of the Joint Local Plan (JLP).

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 JLP and included matters relating to the environment, healthy lifestyles, infrastructure and sustainable growth. The results of this engagement exercise were published during Q4 and has allowed the council to get a better understanding of the public’s views on these issues.

The Planning Policy team have continued to work on the creation of a spatial strategy and the drafting of policy options for the JLP. They have also further developed the evidence base for the Plan through the commissioning/ advancement of studies by outside consultants on a diverse range of topics related to the Plan.

Work on the strategic level plan for Oxfordshire (the Oxfordshire Plan 2050) ceased in August after the participating councils were unable to reach an agreement on the approach for future housing needs.

The new Joint Design Guide (JDG) was agreed by Cabinet during Q1 2022/23. The JDG incorporates new guidance on zero and low carbon construction.

As part of South Oxfordshire’s efforts to explore and consider opportunities to bring forward the delivery of homes that people can afford, the council agreed a Housing Delivery Strategy – and associated action plan – in November. This outlines South’s aspirations for achieving an increase in low carbon, affordable housing. It also sets out several short-term actions aimed at improving housing availability and quality.

Also, in Q3, an Affordable Housing Guidance Note was presented to the Joint Scrutiny Committee. The document aims to assist planning applicants and others with the identification of relevant published policy and guidance, where it relates to the provision of affordable housing. Updates have been made to the council’s website to reflect this information.

The Council's success rate in preventing homelessness has consistently been above the South East region's homelessness prevention rate of 55 per cent during 2022/23 and above the national target of 80 per cent during the first three quarters of the year.



Following the earlier approval of the revised Didcot Garden Town Delivery Plan, scoping work on the priority projects was completed during Q4 – activity on delivering them has now been initiated. In addition, the Didcot Placemaking Strategy was also published.

Officers developed – in consultation with the Berinsfield Steering Group – a draft Berinsfield Community Delivery Plan. This outlines 27 projects which will support the transformation of the village and improve the health/wellbeing of its residents. Support was also secured through the UK Shared Prosperity Fund for decarbonisation audits of the village’s community buildings. Concept Energy are advancing this work and will, in due course, bring forward recommendations.

Officers from the Community Wellbeing team have contributed to the consultation on the development of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Strategy. This document will set the direction for the health and care system in the local area. As part of this work, the council highlighted the need to include infrastructure provision within the Strategy.

In January, a paper was presented to CEEAC looking at the ways that South Oxfordshire could accelerate its work on retrofit. This document summarised the activities already taking place within the county and the potential options/opportunities for upscaling domestic retrofit in within the district. Following input from members, possible actions have been prioritised for further work.

Improving electric vehicle (EV) charging infrastructure across the district has been an important priority. 62 EV charging bays became operational in across five of the Council’s car parks as part of the Oxfordshire-wide “Park and Charge” project. The monthly reports from EZ Charge show a steady increase in usage over the first six months of operation though demand remains relatively low.



Theme 6: Investment that rebuilds our financial viability

South Oxfordshire is a lean and efficient council which uses its resources to provide value for money to all its residents. Through sound financial management it has consistently kept costs low, while continuing to provide high quality services. Nevertheless, years of austerity followed by the significant – and sustained – economic costs of the pandemic, high levels of inflation and the ongoing cost-of-living crisis have continued to place substantial additional pressures on the council's budgets.

However, despite these challenges, South Oxfordshire set a balanced budget for 2023/24 in February while council tax levels have remained consistently below those in many other comparable local authorities (for 2023/24 Band D council tax will be £141.24). Furthermore, the Council has been able to spend wisely on issues that are most important to residents thanks to its rigorous and thoughtful financial management.

South Oxfordshire's Asset Management Group (established during Q3 2021/22) has continued 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.

The Strategic Property Team continued to lease vacant properties, progress lease renewals and review rents throughout 2022/23. Progress has also been made on work regarding potential housing development sites in liaison with Housing colleagues. This has resulted in one site being identified as a realistic opportunity (further work is ongoing in relation to smaller sites).

After the decision was taken to reduce the size of South Oxfordshire's new building to four storeys, officers have been working on revising the business case and detailed financial implications for the project.

The Council appointed an External Funding Lead officer to acquire external grant funding as part of South Oxfordshire's commitment to maximising external funding options to support services and to enhance the district's recreational, sporting, and community activities. This position has already proven to be a success and has allowed us to complete initiatives that we otherwise would not have been able to complete within the organisation.

South Oxfordshire was successfully awarded £376,071 funding from the Public Sector Decarbonisation Scheme Phase 3b during Q4 2022/23. This money will be used to deliver improvements at Cornerstone.

South Oxfordshire has also commissioned decarbonisation surveys for several other council-owned buildings. This will allow officers to prepare proposals for any potential future funding opportunities.

A team is now in place to deliver South Oxfordshire's ambitious transformation programme. This work will help to ensure that the council is delivering as efficiently and effectively as possible – and, thereby, provide opportunities to save money.



Theme 1: Protect and restore our natural world - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
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		Most work in this area is future focused, with the next two quarters likely to be crucial in setting long-term direction for promotion of the district as a tourism and leisure destination.
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		
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		Work in this area is future focused, with the outcomes of Rural England Prosperity Funding (REPF) and the Strategic Economic Plan (SEP) anticipated in the next two quarters.

Theme 1: Protect and restore our natural world - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
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 Sue Cooper	Head of Development and Corporate Landlord		Current work is primarily future focused, with a view to using funding available to the council's via UKSPF in 2024/25.

Theme 2: Openness and accountability - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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	Narrative update to include information on the performance management framework, communications update on Cabinet/Council decisions, IAG around the operations/activity of the Council % of Public Council meetings within 12 months available online	Cllr Andrea Powell	Deputy Chief Executive - Transformation and Operations		
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		
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		
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		

Theme 2: Openness and accountability - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		

Theme 3: Action on climate emergency - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
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		
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		
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		
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		

Theme 3: Action on climate emergency - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
ACE7	Promote the circular economy (reduce, re-use and recycle), including in our waste management contracts	Narrative measure on comms activity relating to waste/ recycling Quantitative information on recycling rate, contamination rates, % of residual waste to landfill	Cllr Sue Cooper	Head of Housing and Environment		
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		
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		

Theme 3: Action on climate emergency - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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 Sue Cooper	Head of Development and Corporate Landlord		

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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 Robin Bennett	Head of Development and Corporate Landlord		Economic Development's current focus is on putting future support systems in place using UKSPF funding. This will help us to set the conditions for future business support in specific areas, such as decarbonisation, and development of sustainable tourism. This work impacts our capacity to respond to current difficulties being faced by businesses operating in town centres due to the cost of living crisis. It is anticipated that the forthcoming town centre and retail study work designed to support the joint local plan (and including town centre health checks) will reveal more about the scale of current challenges.
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		
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		

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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 Filipova-Rivers	Head of Policy and Programmes		The work is in progress to inform the new strategy but release of a report on the work of Cornerstone to inform an arts strategy is awaited. A review of the Oxfordshire Wellbeing Strategy is underway and we will focus on making sure south and vale are represented appropriately to reflect their needs for community health and wellbeing.
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		
ECW6	Work with our communities to maximise Community Infrastructure Levy funds and to allocate these to achieve best outcomes for residents in the District	Narrative update about work in this area to include detail of new CIL spending strategy, communication with parishes Quantitative elements - CIL Spend broken down by type, by parish	Cllr Robin Bennett	Head of Finance		
ECW7	Take enforcement action on fly-tipping and dog fouling	Small narrative on Fly Tipping/dog following activity (with Comms input on any campaigns) Qualitative data on fly tipping - what we collect, where from, how much, nature of enforcement action undertaken, hotspot map.	Cllr Sue Cooper	Head of Housing and Environment		

Theme 4: Improved economic and community well-being

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		

Theme 5: Homes and infrastructure that meet local need - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
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		
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		
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 RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		Homelessness prevention is lower than the target, and reflects the prevailing national position seen as a result of the cost of living crisis
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		Lack of current funded initiatives aimed at bringing empty premises back into use. Future funding offers potential, but is at an early stage.
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		
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		

Theme 5: Homes and infrastructure that meet local need - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
HILN10	Changes over time in our stock of homes meet local needs	Narrative update based on information available from 3rd parties and the impact this has on the local area Bedroom mix in new developments breakdown every 6 months	Cllr Anne-Marie Simpson	Head of Planning		
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 Anne Marie Simpson	Head of Development and Corporate Landlord		

Theme 6: Investment that rebuilds our financial viability - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
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		The Gateway office programme is behind schedule, but work is underway to progress delivery.
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		

Theme 6: Investment that rebuilds our financial viability - performance RAG ratings

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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		
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		



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Policy and Programmes


South Oxfordshire District Council
Abbey House
Abbey Close
Abingdon
OX14 3JE

Email: performance@southandvale.gov.uk

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