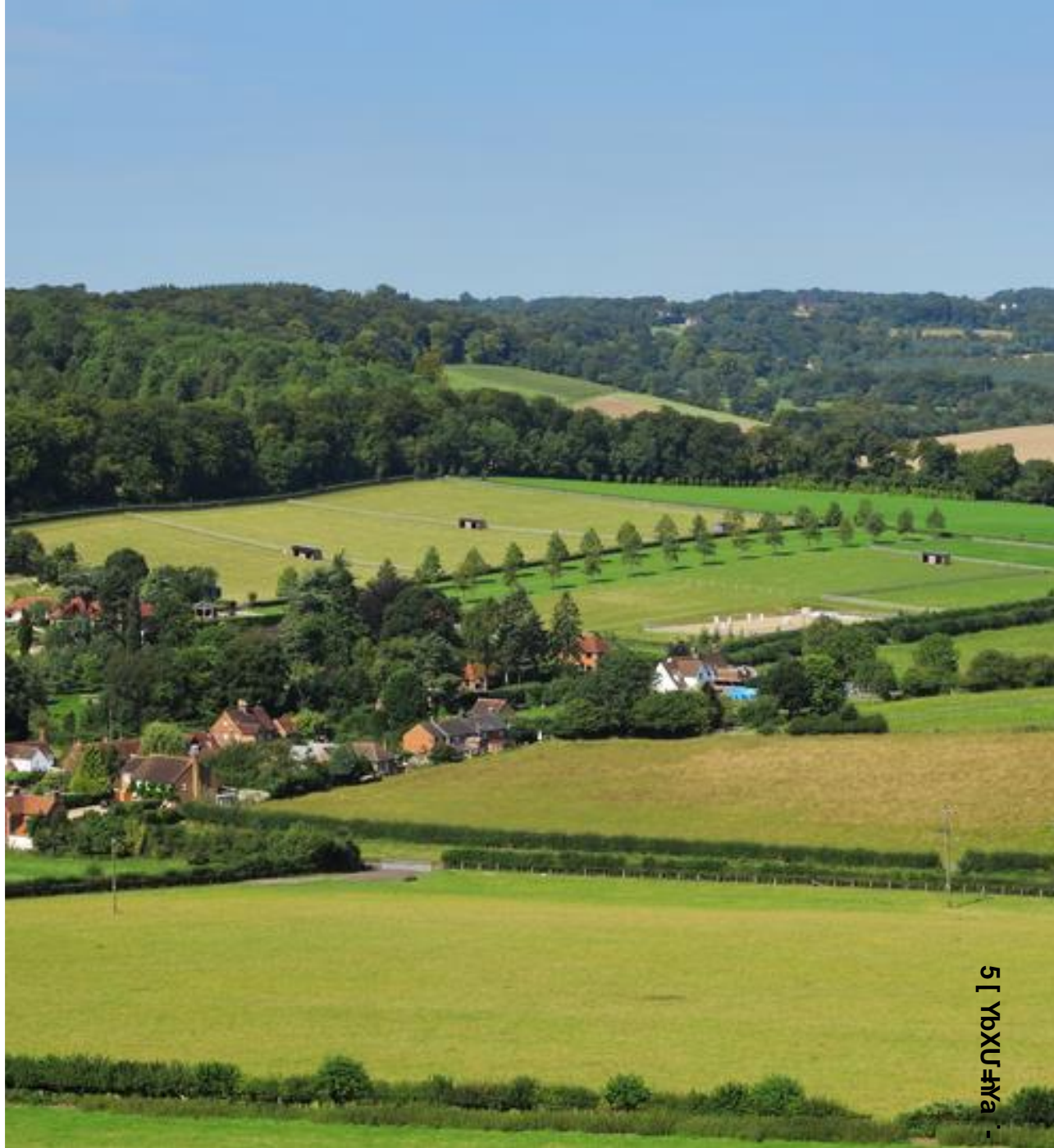


2021/22

Annual Corporate Performance Review



Listening Learning Leading



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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 will be reviewed and reported via quarterly and annual corporate plan performance reports. The reports will be subject to an approval process by the council's senior management team, Scrutiny Committee, Climate and Ecological Emergency Advisory Committee (CEEAC) and Cabinet this will ensure the necessary checks and balances are in place around monitoring, evaluation, decision-making and policymaking and then published on the council's website.

Many of our services are provided through contractors, and the performance of our five major contractors will be monitored through a separate annual review and report to the council's Joint (with Vale of White Horse District Council) Scrutiny Committee.

2021/22 has seen the council introduce and embed a Performance Management Framework. 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 quickly take action if service delivery or outcomes against the Council's themes as set out in the Corporate Plan 2020-24 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 Performance Management Framework has enabled the council to maximise the value in our data and information, by making all our performance reports publicly available.

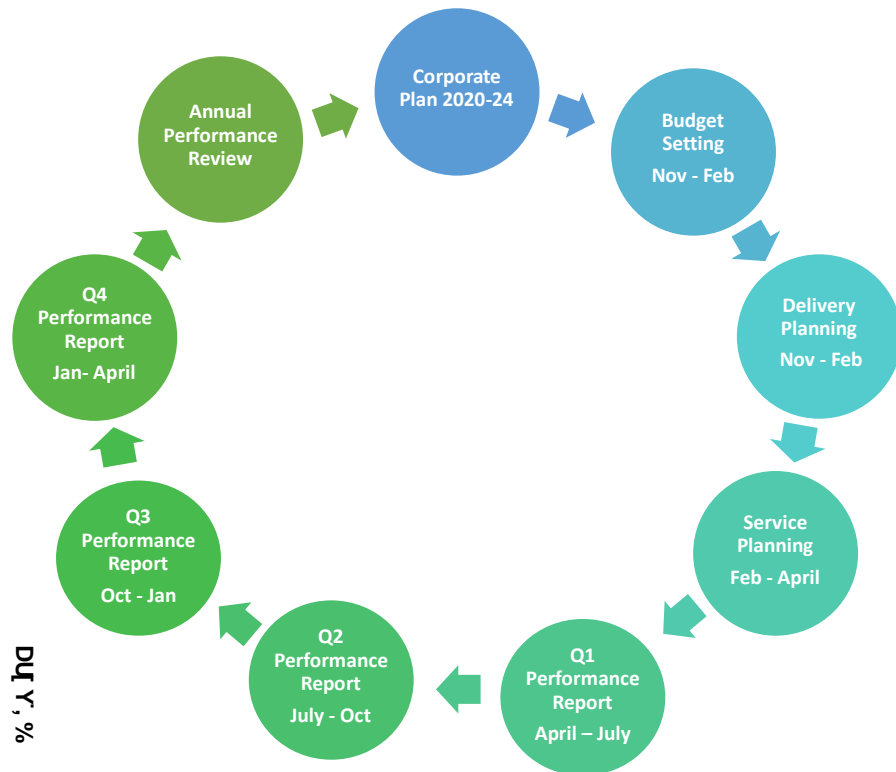
To see all quarterly Corporate Performance reports, please visit the [website](#)



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

1. Providing the homes people need
2. Tackling the climate emergency
3. Building healthy communities
4. Building stable finances
5. Working in partnership
6. Working in an open and inclusive way

Performance reporting cycle:



The South Oxfordshire District Council **Corporate Plan for 2020-2024**, sets out what we hope to achieve for South Oxfordshire over the next four years. Following a successful engagement with residents, we reviewed hundreds of responses which informed the priorities that the council will deliver. The plan was adopted at a full council meeting in October 2020.

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.

This has meant we have had to continue to work hard to prioritise what we want to deliver. This annual performance review aims to give a high-level summary of progress towards the aims set out in the Corporate Plan. Each theme begins with a high-level written summary of key actions during 21/22 to deliver the aims under the relevant theme. The RAG (red, amber, green) ratings have been determined by Heads of Service and Officer Leads and aim to provide an “at 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.

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Theme 1: Protect and restore the natural world – 21/22

An elected member Biodiversity Working Group has been created. This will report to the CEEAC and help them to shape and prioritise future projects.

A Local Nature Partnership (LNP) for Oxfordshire has also been established. The LNP will radically enhance nature within the county and promote its positive impact on the climate. The terms of reference for the LNP Board, a provisional budget and staffing structure have been developed.

Several of South Oxfordshire's partner organisations are involved in the in-depth mapping and surveying of ecosystems across the district. The data that they provide, including on species and habitat changes, supports the Council in its assessment and understanding of local nature recovery. South Oxfordshire has also contributed to various partnership projects that help support the restoration of the natural world – including the Oxfordshire Treescapes Project.

Work has continued on improving the accessibility of green spaces in and around the district's urban areas. As part of this effort, the Council

is working with the Earth Trust to manage a number of nature sites across South Oxfordshire. In addition, progress has been made on expediting the transfer of the first tranche of open spaces on Great Western Park from the housing developer.

South Oxfordshire, in collaboration with representatives from Good Food Oxfordshire, have been working on the initial plans for a Food Strategy for Oxfordshire. This Strategy aims to improve the area's food system and to respond to challenges within it such as excessive waste, carbon footprints, food poverty and wages in the farming sector.

Through its memberships of the Visit River Thames association and Experience Oxfordshire, the Council intends to promote the natural environment to both residents and visitors. It is also coordinating the Wallingford Moorings Project which is intended to make berths accessible to all.

As part of its commitment to promote tourism, leisure and wellbeing, South Oxfordshire have continued to provide support to businesses across the district through HM Government's Omicron Mandatory Grants Programme and Additional Restriction Grant funding.

A Policy for Planting Trees on Council Land has been implemented to protect, plant and manage trees on land owned by South Oxfordshire and also help support community tree planting initiatives. Since its launch, two planting licences have been completed enabling community groups within South Oxfordshire to plant trees on land owned by the Council.



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Theme 1: Protect and restore the natural world – measures and RAG ratings

Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	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 landowners and specialist agencies	Narrative report to include information on work with partners, and Habitat and Species data + changes/trends on a 12-month basis.	Head of Planning	Adrian Duffield		
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)	Head of Development and Corporate Landlord	James Carpenter		
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.	Head of Development and Corporate Landlord	James Carpenter		

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Theme 1: Protect and restore the natural world – measures and RAG ratings

Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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).	Head of Development and Corporate Landlord	James Carpenter		
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.	Head of Policy and Programmes	Harry Barrington-Mountford		
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.	Head of Development and Corporate Landlord	James Carpenter		

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Theme 2: Openness and accountability – 21/22

South Oxfordshire is determined to ensure that it not only maintains but improves on the high levels of satisfaction that residents have with the services that it provides. The Council also wishes to engage more effectively with marginalised individuals, groups and communities who often find it difficult to get their views and opinions heard. Furthermore, the Council appreciates the importance of operating in an open, inclusive and accountable manner and is, therefore, committed to being frank about both the decisions it takes and its overall performance. To achieve these objectives, it has delivered a range of work during 2021/22.

During 2021/22 the council approved a Customer Services Strategy which sets out an ambitious programme of work for departments to work together to create a single customer experience. It is envisaged that this new approach will deliver better outcomes for residents.

The Council through the planned procurement of a Customer Relationship Management (CRM) system is also looking to improve its relationship with its customers, streamline processes and further improve the services that it provides.

The Council is also currently preparing the specification for new integrated communications software and working up the model for a customer service centre. These will form the foundation and building blocks of our customer service transition as we go forward into next year.

*The Council have developed and approved an overarching **Communications and Engagement Strategy**, intended to increase its level of engagement with residents.*

The Communications and Engagement Strategy incorporates initiatives to increase and improve its interactions with all the district's communities/people, especially those from marginalised/under-represented groups.

Progress has also been made on the development of a Diversity and Inclusion Strategy for South Oxfordshire. This aims to ensure that the Council is doing all that it can to be inclusive in relation to staff recruitment, representation and service provision.

The Council has also taken action to recognise the heterogenous nature of South Oxfordshire through the publication of a Diversity Calendar. This sets out the socially important topics, national days of celebration and other public events that the Council will publicly support through its corporate communications channels.

Theme 2: Openness and accountability – measures and RAG ratings

Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	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	Deputy Chief Executive - Transformation and Operations	Patrick Arran		
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		
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/	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		

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Theme 2: Openness and accountability – measures and RAG ratings

Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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.	Head of Legal and Democratic	Patrick Arran		
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		

