



Strategic Performance Report

Quarter Two 2021/22

November 2021



Listening Learning Leading

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BACKGROUND



1. The Council monitors performance and progress towards achieving the aims and priorities set out in the [Corporate Plan](#)
2. This report provides a strategic overview of the performance for Q2 (1 July to 30 September 2021), focusing on the activity to deliver the corporate priorities in the South Oxfordshire District Council Corporate Plan 2020-24.
3. 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 and, given the significant impact of Covid-19 on communities, services and staff, the report will include a section on Covid-19 response and recovery.
4. This report is the second 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

This Quarter, 01 July to 30 September 2021, saw the significant milestone of the Country moving to step four of the Government's roadmap plan, which meant an end to the majority of restrictions that had been in place in England to help stop the rapid spread of Covid-19. Therefore, from 19 July large scale events recommenced and residents could socialise with any number of people indoors. This final stage of the roadmap has important financial implications for the Council, with the full reopening of Cornerstone on 07 September and the potential for increased revenue through an anticipated increase of visitors to town centres and car parks again, as well as through the national rise in 'staycations' as people look to take holidays within the UK and explore areas closer to home, as international travel still holds some barriers and restrictions.

With the 26th UN Climate Change Conference of the Parties (COP26) taking place in Quarter 3 of this year and the latest release from the IPCC in August 2021, outlining that observed increases in greenhouse gas concentrations since around 1750 have unequivocally been caused by human activities, Council commitment to addressing the climate emergency remains strong. Work has increased this Quarter on developing the Council's Climate Action Plan, ready to launch towards the end of the year.

The Council also responded to challenges with a national shortages of HGV drivers this Quarter and on 02 August agreed to the Council's contractor, Biffa temporarily pausing garden waste collection services in order to ensure rubbish, recycling and food waste collections were prioritised for residents across the district. In line with the Council's commitment in the Corporate Plan for openness and accountability an extraordinary full Council meeting was held on 24 September to discuss the issues impacting the garden waste service. Following negotiations with the contractor, the garden waste collection service was resumed and customers' current subscription to the service was extended by three months.

The Council embedded its commitment to resident wellbeing this Quarter, through the creation of a new Community Wellbeing service area, as part of the Council's service area realignment to help provide a more balanced distribution of responsibilities and resources across the Council's structure and support delivery of the Corporate Plan priorities. The Community Wellbeing service area will continue to drive forward the work of the Community Hub, which delivers support to residents affected by the ongoing Covid-19 pandemic.

Moreover, the Council's commitment to wellbeing was extended this Quarter, to refugees arriving in the UK from Afghanistan, following the country's fall back under the control of the Taliban. In August the Council pledged full support to work with other service providers to offer help to people from Afghanistan who are granted refugee status and pivoted the Community Hub to provide additional support.

PERFORMANCE HIGHLIGHTS



19 Council meetings livestreamed and later uploaded to YouTube



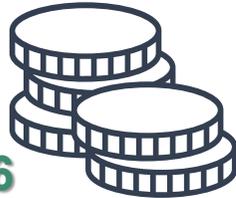
2 fly-tipping prosecutions brought against individuals.

A further **5** are pending



Littering patrols in the district resulted in **2** litter Fixed Penalty Notices (FPNs) being issued

Community Infrastructure Levy funds collected by the end of Q2, ready to transfer to Parish Councils **£605,146.76**



In July, **£60,000** was allocated to the Chalgrove Flood Alleviation Scheme by Individual Cabinet Member Decision



Community Infrastructure Levy balance: **£7,422,895.73**



8 Neighbourhood Plans were adopted in Q2, which protect **25** Local Green Spaces and **13** Public Open Green Spaces



We have delivered **10** emergency food parcels to residents in financial hardship or self-isolating due to COVID-19



15 new community employment plans in progress



94 new homeless applications received, with a successful homelessness prevention rate of **91%**. The average stay in temporary accommodation was 7 days (compared to a 6-months rolling average of 41)



24 new affordable homes were delivered in Q2



THEME 1. PROTECT AND RESTORE THE NATURAL WORLD

Strategic Lead – Suzanne Malcolm – Deputy Chief Executive – Place

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.



Key Activity in Q2:

To progress the Council's aim to protect and restore our natural world, this Quarter we have worked in partnership to further advance the establishment of the Local Nature Partnership (LNP). Terms of Reference for the LNP Board, a provisional budget and staffing structure have been developed and Board members have been recruited, ensuring strong foundations are in place to take forward the work of the Partnership for Oxfordshire.

To further the Council's commitment to recognising and supporting the vital role of farming, contact has been established this Quarter with the Farming in Protected Landscapes Programme, this programme seeks to fund projects that align with objectives around climate, nature, people and place. Through the Council providing promotional support for the scheme in South Oxfordshire, it will give those within the farming and land management sector the opportunity to obtain funding to progress projects which benefit landscape Areas of Outstanding Beauty.

Moreover, this Quarter, the Council created a budget of £60,000 from Community Infrastructure Levy funding towards Mill Lane, Chalgrove Flood Alleviation Scheme. By implementing this scheme, the Council intends to support the reduction of flood risk in the local area and provide a safer community for residents.

A new Policy for Planting Trees on Council Land was launched this Quarter. The policy outlines how the Council will protect, plant, and manage trees on the land we own and how community tree planting initiatives will be supported. The policy seeks to address the climate crisis and protect and restoring our natural world. Since the policy's launch, the Council has received enquiries from three community groups interested in planting trees in the district. Applications will be assessed in Q3.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 landowners and specialist agencies	Narrative report to include information on work with partners, and Habitat and Species data + changes/trends on a 12month basis.	Cllr Sue Cooper	Head of Planning	No progress to report Q2 2021/22
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 & Corporate Landlord	Economic Development have established contact with the Farming in Protected Landscapes Programme at the North Wessex Downs Area of Outstanding Natural Beauty (AONB). The programme is seeking to fund projects that align with the programme objectives around Climate, Nature, People and Place as well as the AONB Management Plan priorities. Applicants can be from the farming and land management sector and claim up to £250,000 on suitable projects. The Council will be providing promotional support for the scheme in South Oxfordshire via our Newsletter. During Q2 The River Thames Champion led on a communications campaign to mark World Rivers Day on 26 September. The council shared information to facilitate community groups in organising river clean up events and promoted the events that were organised.
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 & Corporate Landlord	During Q2 2021/22, the annual tree maintenance work continued – this will be completed during Q3. In addition, new sewage treatment tanks were installed at Moulsoford and work began on the Chalgrove Flood Alleviation scheme.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 & Corporate Landlord	Economic Development have established contact with the Farming in Protected Landscapes Programme at the North Wessex Downs Area of Outstanding Natural Beauty (AONB). The programme is seeking to fund projects that align with the programme objectives around Climate, Nature, People and Place as well as the AONB Management Plan priorities. Applicants can be from the farming and land management sector and claim up to £250,000 on suitable projects. The Council will be providing promotional support for the scheme in South Oxfordshire via our Newsletter.
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 Pieter-Paul Barker	Head of Policy and Programmes	Continued progress has been made in the development of the Local Nature Partnership (LNP) during Q2 2021/22. Terms of Reference for the LNP Board have been prepared, a provisional budget and staffing structure have been created and Board members have been recruited. It has also been agreed that the LNP will be hosted by a local authority. The first Board meeting is planned for Q4 2021/22, and the recruitment of staff will be subject to the identification of funding for the proposed budget.
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 & Corporate Landlord	The Council continues to liaise with the Earth Trust and Didcot Town Council to initiate a partnership approach to accessing open space at Great Western Park.

THEME 2. OPENNESS AND ACCOUNTABILITY

Strategic Lead – Adrianna Partridge – Deputy Chief Executive – Transformation and Operations

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.



Key Activity in Q2:

Work to enhance openness and accountability in the Council's democratic decision-making process also progressed this Quarter. **All** public Council meetings were livestreamed and then later uploaded to YouTube, additionally supporting the accessibility of Council meetings for residents. In addition, the Council's Monitoring Officer has advised on the use of exemptions in reports to ensure that South Oxfordshire is as open and transparent in its decision-making processes as possible.

To meet the Council's commitment to openness and to encourage inclusiveness, engagement and participation, monthly strategic communications meetings were held with the Cabinet Member and the Leader of the Council to ensure proactive handling and promotion of committee decisions.

In line with our aim to engage effectively with residents, Parish Councils and other community organisations, work has begun this Quarter on a Connecting Communities Strategy and a council wide Communications Strategy. Draft communications plans are also underway to support the council's climate and housing corporate priorities.

In order to deliver on the Council's commitment to ensure high levels of satisfaction with the services we provide, this Quarter colleagues from across the council worked together to help resolve the challenges facing the Garden Waste service. As part of this collaborative effort, the IT department developed a new web form which enabled customers to provide their e-mail addresses to the council in order for the Council to communicate directly with them in the future, thus enhancing the communications residents receive. Moreover, Customer Services were also able to provide informative feedback on the calls and e-mails that they received regarding the issues impacting the garden waste service. This insight, especially regarding the key questions and concerns of residents, was then used to frame the council's communications response to the issue and share the most appropriate information.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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	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	Head of Corporate Services	During Q2 2021/22, all public Council meetings were livestreamed and then later uploaded to YouTube (19 meetings for the period – including those of the planning and scrutiny committees – are currently viewable). Monthly strategic communications meetings were held with the Cabinet Member and the Leader of the Council to ensure proactive handling of committee decisions.
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	Head of Corporate Services	Colleagues from across the council worked together to help resolve the challenges facing the Garden Waste service during Q2 2021/22. As part of this collaborative effort, the IT department developed a new web form which enabled customers to provide their e-mail addresses to the council. This will allow the Vale to communicate directly with them in the future. Customer Services were able to provide informative feedback on the calls and e-mails that they received. This insight, especially regarding the key questions and concerns of residents, was then used to frame the council's comms response to the issue.
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	Head of Corporate Services	During Q2 2021/22, Comms activity has included: promoting Move Together (a campaign to encourage those who have been shielding or are anxious about participating in activities to get involved in order to support their mental and physical health), highlighting the Council's support for Afghan refugees, showcasing events over the summer for children on free school meals and wishing staff and residents a happy and safe Eid Mubarak. In addition, the Cabinet also approved a new Diversity Calendar.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 Sue Cooper	Head of Legal & Democratic	<p>There is ongoing work to facilitate remote meeting where it is legally permissible to do so - i.e. where no formal decisions are being made.</p> <p>In addition, the Council's Monitoring Officer has been advising on the use of exemptions in reports. This is to help ensure that south Oxfordshire is as open and transparent in its decision-making processes as possible.</p> <p>Training on governance and good decision making for councillors and officers is planned for Q3 2021/22.</p>
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 Maggie Filipova-Rivers	Head of Corporate Services	<p>Work has begun on a Connecting Communities Strategy and a council wide Communications Strategy. Draft communications plans are also underway to support the council's climate and housing corporate priorities.</p> <p>Between July and September, the Council sent out 3 Town and Parish updates. It also sent 31 messages to town and parish councils including press releases and specific updates on issues such as garden waste and the Women's Cycling Tour.</p>

Individual Cabinet Member Decisions - 01 July – 30 September 2021

Date	Description
01/07/2021	Chalgrove Flood Alleviation Scheme
15/07/2021	Test and Trace support payments – amended scheme
15/07/2021	UK Resettlement Scheme
15/07/2021	Chalgrove Flood Alleviation Scheme
03/08/2021	Chinnor Rugby Club – s106 funds
06/08/2021	Greys Road public convenience at Henley
10/08/2021	Delegated Officer decision – Joint Local Plan Governance Arrangements
18/08/2021	Afghan Locally Employed Staff Resettlement Scheme
19/08/2021	Great Western Park transfer of open space
01/09/2021	UK Resettlement Scheme
01/09/2021	Public art project in Thame
01/09/2021	Joint Statement of Community Involvement
04/09/2021	Car Park Order
05/09/2021	Insurance Services Contract
08/09/2021	Wallingford CCTV cameras
10/09/2021	S106 Funding for Wallingford Town Council
21/09/2021	Lease of 135 Milton Park
21/09/2021	Revenue Grants Policy
21/09/2021	Revenue Grants Policy – appendix
28/09/2021	Crowmarsh Neighbourhood Plan
29/09/2021	Increased participation in the Afghan Citizens Resettlement Scheme
TOTAL: 21	

THEME 3. ACTION ON THE CLIMATE EMERGENCY

Strategic Lead – Suzanne Malcolm – Deputy Chief Executive – Place

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.



Key Activity in Q2:

The need to tackle the climate emergency requires the Council to evaluate how we do things and take action across our operations. This Quarter, climate officers met with Heads of Service individually, to ascertain what actions could be taken within each service, to help the council reach its climate emergency targets. These meetings resulted in proposed actions which are currently going through a challenge process to ensure that they are as robust as possible. This work will feed directly into the council's Climate Action Plan (CAP).

Good progress has been made on the CAP throughout this Quarter. To ensure the plan has the greatest possible impact and is seen as an integral part of the council's operations, work commenced to ensure that it visually aligns with the Corporate Plan.

Additionally, this Quarter the Council ran at least 47 informational campaigns and communications activities that encouraged behaviour change across a range of subjects, including supporting residents to consider and protect the environment; for example, in August, the Council promoted a Bitter Bug activity trails across the district, encouraging children to think about and look after their local environment. These activities sat alongside

a broader communications campaign to encourage residents safely back to the district's towns and villages after lockdown restrictions. This campaign was shortlisted for the Best Covid Campaign award by the Chartered Institute of Public Relations. Building on these campaigns, plans have progressed this Quarter for a reuse and reduce waste campaign and discussions are ongoing with our local authority partners on some shared behavioural change activities in relation to climate change.

To progress the Council's aim to support and encourage local businesses to respond to climate change and nature recovery, this Quarter the Economic Development team held an Eco Business Fair in Henley-on-Thames with Vale and partners Greentech and Naked Planet. Around 150 visitors attended the event – including councillors and reporters from a local newspaper. The team plan to build on this work as well as the 'circular economy' and 'sustainable construction' workshops it held for local businesses in Q1. To that end, a draft campaign has been prepared for a six-week campaign in Q3, to encourage businesses to reduce their Digital Carbon Footprint.

To develop the Council's commitment to ensure net-zero standard homes across the district, this Quarter the Council worked with partners to develop a masterplan for Didcot to achieve a range of carbon neutral and carbon reducing work, including in residential developments. In addition, the report identifying the potential to develop PassivHaus standard affordable homes at 116-120 Broadway was agreed at Cabinet this Quarter, in September.

Moreover, improving opportunities for active travel in the district is an important aspect of tackling the climate emergency and this Quarter, the Garden Communities Team actively worked in partnership with the County Council to update the Oxfordshire Infrastructure Strategy to include active travel projects.

Work to monitor and improve air quality around the district is another important area of work for the Council. This Quarter the Council received its 2021 Air Quality Annual Status Reports appraisal from Defra; they have concluded that the Council's reports are well structured, detailed and provide the information specified in their guidance.

In line with our commitment to engage with partners across Oxfordshire and exercise influence where required, during Q2 through its representation on the Future Oxfordshire Partnership Environment Advisory Group., the Council has worked with partners on wider policy matters relating to climate and the environment. The South and Vale joint scrutiny retrofit task and finish group presented a report to members of the CEEAC. Their findings and recommendations were welcomed by the committee and the report has now been circulated to neighbouring authorities on the Advisory Group.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 & Corporate Landlord	The Council is working with key partners to develop a masterplan for Didcot to achieve a range of carbon neutral / reduced carbon work (including in residential developments).
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 & Programmes	<p>During Q2 2021/22, significant progress was made on the development of the Climate Action Plan (CAP). The Climate team met individually with Heads of Service to discuss how their service areas can help South Oxfordshire reduce its emissions. As a result of these meetings, every Head of Service has now tabled a series of proposed measures which will assist the council on its journey to net zero. These are currently, undergoing a challenge process to ensure that they are robust.</p> <p>In addition, design work on the CAP has also commenced to ensure that it visually aligns with the Corporate Plan and, therefore, delivers a greater impact.</p>
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 & Corporate Landlord	A report on the potential to develop PassivHaus affordable homes at 116-120 Broadway, Didcot was agreed at South Cabinet in September. The next stages will be to procure a design team and achieve a planning submission.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Head of Corporate Services	<p>During Q2 2021/22, South Oxfordshire ran at least 47 informational campaigns and communications activities that encouraged behaviour change across a range of subjects – examples include the Big Green Week, Litterbugs and Xplorer to inspire people to get outdoors, get active and help the environment. The Council also undertook a marketing exercise to encourage people safely back to the district's towns and villages – this was finalised for a CIPR award for Best Covid Campaign.</p> <p>Plans are currently underway for a reuse and reduce waste campaign and discussions are ongoing with our local authority partners on some shared behavioural change activities in relation to climate change.</p> <p>Throughout the quarter, work also continued on supporting system wide and national behaviour campaigns to tackle the pandemic. This included encouraging people to get jabbed, take LFR and PCR tests and if necessary self-isolate.</p>
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 David Rouane	Head of Housing & Environment	<p>Responses to HM Government's consultations on the Extended Producer Responsibility, the Deposit Return Scheme and the Consistency of Collections were submitted on time.</p> <p>South Oxfordshire has received its 2021 Air Quality Annual Status Reports appraisal letter from Defra. They have concluded that the reports are well structured, detailed and provide the information specified in their guidance – the full commentary will be made available on the Council's website.</p>
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>Work on the Joint Local Plan and the Design Guide is currently progressing. The new Tree Planting Policy affecting council land was adopted during Q2 2021/22.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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 David Rouane	Head of Housing & Environment	No progress to report Q2 2021/22
ACE8	Support and encourage local businesses to respond to climate change and nature recovery	Narrative update on the influencing work undertaken to support and encourage local businesses relating to climate change and nature recovery	Cllr Robin Bennett	Head of Development & Corporate Landlord	In September, Economic Development held an Eco Business Fair in Henley-on-Thames with Vale, Greentech and Naked Planet. 28 businesses exhibited and 8 presentations took place (including ones from Low Carbon Hub and Energy Solutions Oxfordshire). Around 150 visitors attended the event – including councillors and the Henley Herald. Discussions have taken place regarding adding environmental targets to Community Employment Plans. In Q3 2021/22, the Economic Development team plan to undertake a six-week campaign to encourage businesses to reduce their Digital Carbon Footprint. In order to facilitate this work, a campaign draft (and accompanying assets) was produced during Q2 2021/22 (in partnership with Sustainable Results Lab). In addition, Economic Development's Autumn Business Survey (launched in Q2) includes a focus on the move to net zero and the barriers to doing so. A data report confirming survey results will be available in Q3 2021/22.
ACE9	Promote waste minimisation initiatives such as Repair Cafés	Unless specific activity relating to Repair Cafés and Freecycle can be reported on, suggest that this is covered in previous narratives	Cllr David Rouane	Head of Housing & Environment	No progress to report Q2 2021/22
ACE10	Work with Oxfordshire County Council to build on our commitment to active travel including walking, public transport and cycling infrastructure	Narrative update on work with Oxford County Council Optional Quantitative metrics on the amount of new footpaths/cycle paths	Cllr Pieter-Paul Barker	Head of Development & Corporate Landlord	Work is ongoing on scoping a draft Local Cycling and Walking Infrastructure Plan for Didcot and its environs. Members will be consulted on this in Q3 2021/22. The Garden Communities Team have been actively working with the County Council to update the Oxfordshire Infrastructure Strategy to include active travel projects. A bid to fund a cycleway from Berinsfield to Oxford was submitted to the Levelling Up Fund.

THEME 4. IMPROVED ECONOMIC AND COMMUNITY WELLBEING

Strategic Leads – Suzanne Malcolm - Deputy Chief Executive – Place
Adrianna Partridge – Deputy Chief Executive Transformation and Operations

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.



Key Activity in Q2:

This Quarter the Council continued to collaborate with regional partners on the 'Meanwhile in Oxfordshire' project, which aims to bring vacant properties back into use, to support the Council's aim to avoid the blight of "dormitory towns".

To support small and independent businesses that were hit hard by the COVID-19 restrictions and encourage economic recovery, this Quarter the Economic Development team have carried on distributing business support grants; a total of £4.2 million in Additional Restrictions Grants were

paid to local businesses as of 30 September. The Council also launched an Autumn Business Survey this Quarter which will help to inform future grant assistance. The findings will help shape support going forwards and ensure support offered by the Council meets the need of local businesses.

By the end of this Quarter, a total of £605,147.76 in Community Infrastructure Levy (CIL) funds was collected, which will be paid to all eligible Parish Councils in Q3. This Quarter communications were made with Parish Councils to answer queries around the use of the funding and the payment process; these funds will help support positive outcomes for residents in the District.

In order to preserve the Council's green spaces for the benefit of local communities, so far in 2021/22 we have encouraged and overseen the adoption of 8 neighbourhood plans. Taken together, 6 out of 8 of these plans design 25 Local Green Spaces, which are granted the highest level of protection possible by planning policy. An additional 3 plans include policies that protect a further 13 public open green spaces from harmful development.

To ensure the Council's commitment to take enforcement action where appropriate, littering patrols around South Oxfordshire were conducted this Quarter and resulted in two Fixed Penalty Notices being issued in Q2. Moreover, Between July and August, 130 fly-tipping incidents were recorded, which is lower than the 146 reported in the same period in 2020.

Performance Measures

Chart A ECW2: Financial support to businesses

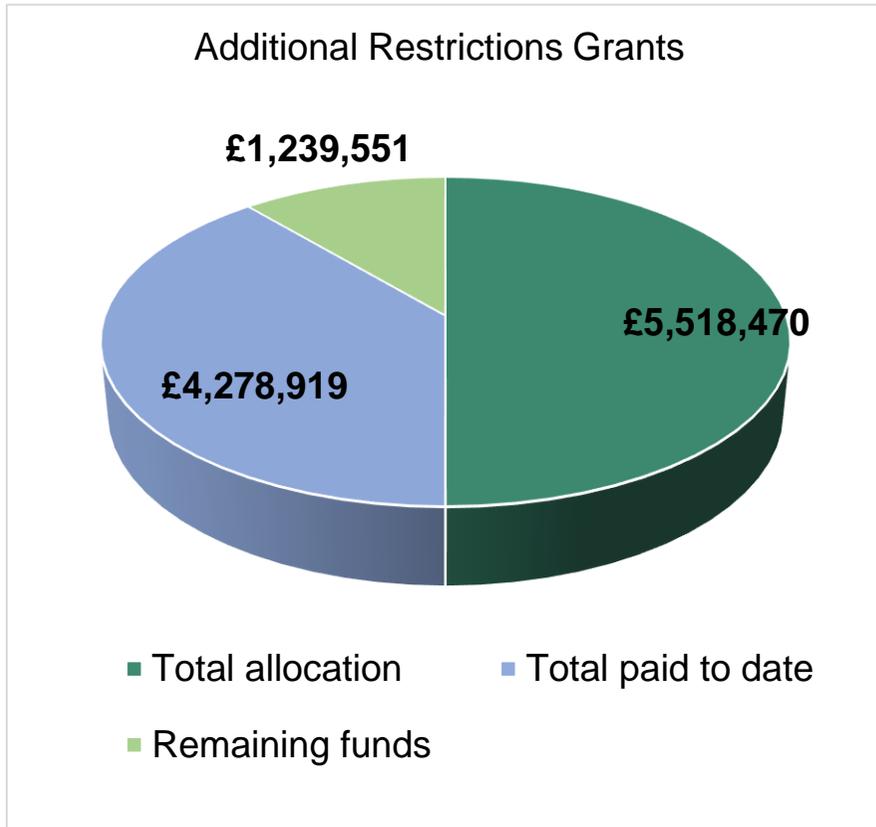
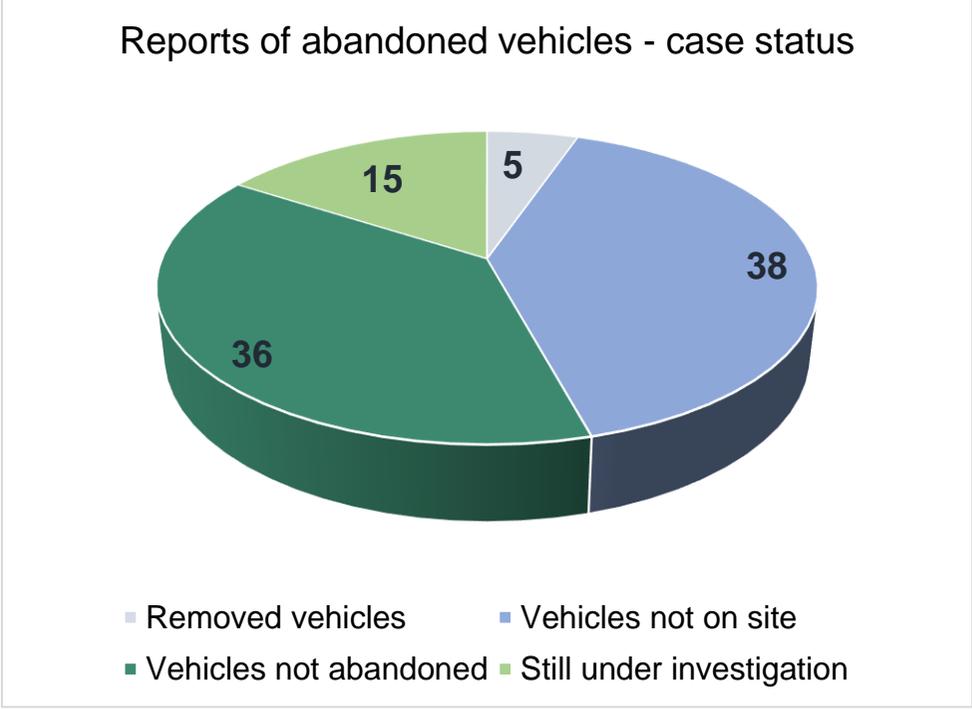
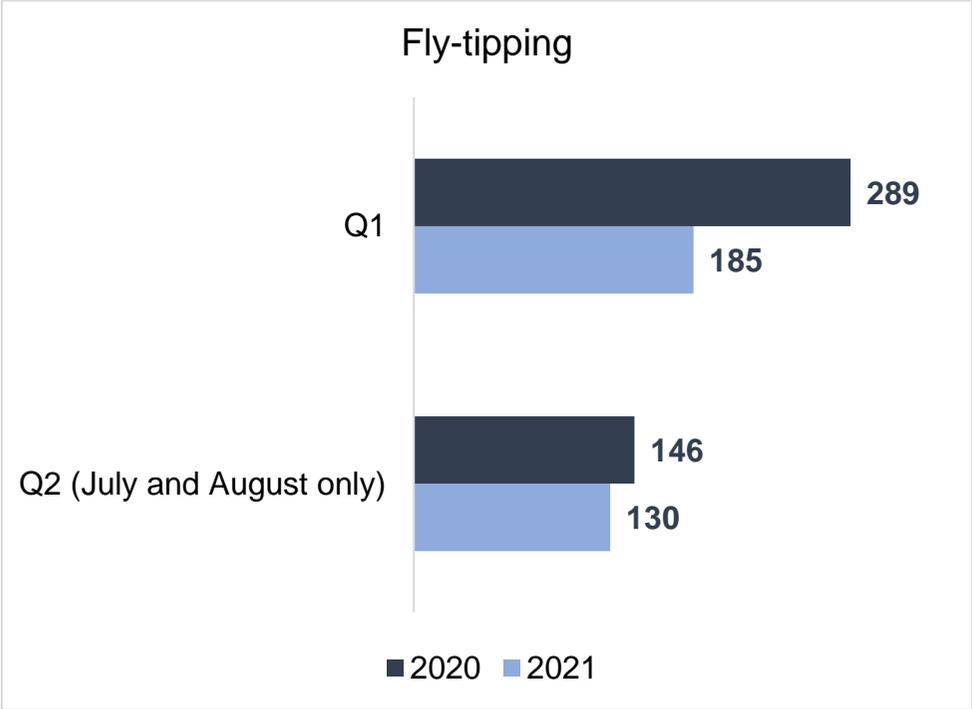


Chart B.1 and B.2 ECW7: Fly-tipping activity and number of abandoned vehicles



Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 & Corporate Landlord	Officers continue to attend the Joint Oxfordshire Business Support meetings to plan the economic recovery from the pandemic. The Council also continue to support the ‘Meanwhile in Oxfordshire’ project which brings vacant premises back into use.
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 & Corporate Landlord	<p>Up to the end of Q2 2021/22, the Economic Development team paid out £4,278,919 to businesses from South Oxfordshire’s Additional Restrictions Grant Fund allocation. Please see Chart A ECW2. page 20</p> <p>On 7 September, the Council launched an Autumn Business Survey which will help to inform future grant assistance. An internal data report on its findings will be made available during Q3 2021/22.</p> <p>In addition, 28 new learner groups have been added to the IDEA programme by Economic Development. This should equate to 200 new users improving their digital skills in the next academic year.</p> <p>Across South and Vale, there are a potential 15 Community Employment Plans in the pipeline. These are managed by Economic Development in partnership with OxLEP.</p> <p>Over 300 new support requests were received in Q2 2021/22 (there was a decrease in the summer period due to the holidays).</p> <p>SVBS Website visits remain steady – there are over 1000 visits per month.</p>
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 & Corporate Landlord	The future of Berinsfield Garden Village is being actively shaped via the council’s planning policies – it is due to enter the master planning phase next year. The ambition is for Berinsfield to have good sustainable connectivity (both within and without), community facilities and transport hubs. – Plans are also being put in place to establish green corridors within Berinsfield. These will help to protect/conservate nature and create a more welcoming environment for pedestrians and cyclists. More broadly, the council has continued to promote the use of public transport and other measures (such as car clubs) that will help to reduce reliance on personal motor vehicles.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 Corporate Services	A new Community Wellbeing service has been created as part of the council's structural realignment. This will drive forward the work on a new community wellbeing strategy.
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	Eight Neighbourhood Plans have been adopted in South Oxfordshire during 2021/22. Six of these designated a combined total of 25 Local Green Spaces (these offer the highest level of protection possible in planning policy). In addition, three of these Neighbourhood Plans included policies to protect 13 public open green spaces (these are sites which, while not meeting the tests to be designated as Local Green Spaces, are still considered to be worthy of protection from harmful development).
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 Development & Corporate Landlord	The CIL charging schedule is currently being reviewed by the planning and planning policy teams. The October release of CIL funds for parish councils is underway and those that are due CIL funding will receive their payment at end of October. The total amount of funds to be transferred is £605,146.76. This process has been communicated to all eligible parish councils and officers are available to respond to queries on how their allocations can be used.
ECW7	Take enforcement action on fly-tipping and dog fouling	Small narrative on Fly Tipping/dog fouling 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 David Rouane	Head of Housing & Environment	In July and August 2021, there were 130 fly-tips reported (the fly-tipping figures for September 2021 are not yet available). This was slightly lower than the 146 reported in the same period last year. During Q2 2021/22, littering patrols in the district resulted in two litter Fixed Penalty Notices (FPNs) being issued. South Oxfordshire received 94 reports of abandoned vehicles during Quarter 2. Of these: 38 were not on site at the time officers visited, 35 were not considered abandoned and five were removed. The remainder (16) are still under investigation. Two fly-tipping prosecutions were brought against individuals between Jul-Sept 2021. There are a further five pending fly-tipping prosecutions. In addition, seven FPNs were issued during Q2 2021/22 for waste crime offences. Ten 'Duty of Care' inspections were also completed, and three warning letters were sent relating to waste. Please see Charts B.1 and B.2 ECW2. page 21

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
ECW8	Work with local partners to introduce civil parking enforcement as a district responsibility	Narrative update on progress	Cllr David Rouane	Head of Housing & Environment	<p>Civil Parking Enforcement (CPE) is on track to commence on 1 November 2021. This will be a soft launch, where in the first instance advisory notes will be issued rather than Penalty Charge Notices (PCNs).</p> <p>As part of the new CPE implementation, the first meeting of the steering group of lead members and officers has been scheduled for early October. This group is intended to:</p> <ul style="list-style-type: none"> •support the initial roll out of the project across South, Vale and Cherwell. •make strategic decisions to steer CPE and on-going management and parking strategies. •create a cohesive and consistent approach to on-street parking across the districts.

THEME 5. HOMES AND INFRASTRUCTURES THAT MEET LOCAL NEEDS

Strategic Lead – Suzanne Malcolm – Deputy Chief Executive – Place

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.



Key Activity in Q2:

The Council's Masterplanning Lead and Garden Town and Village initiatives for Didcot and Berinsfield continue to be at the forefront of our progress to deliver the homes and infrastructures that people need. This Quarter, discussions with the local landowners and Homes England have continued and the inaugural meeting of the Garden Village's Steering Group's Communications sub-group was held. Officers also conducted a tour for local councillors of Berinsfield village and the project's key sites. Engagement has been held with local community organisations, and two large public events took place to understand their funding requirements and gain feedback to guide future decisions. The terms for a Community Investment Scheme to regenerate Berinsfield has been approved by Full Council, demonstrating that the Council are working towards transforming Berinsfield into a thriving Garden Village with improved facilities developed in line with the community's needs and aspirations.

This Quarter the Council's Electric Vehicle (EV) park and charge project continued to make progress towards an Individual Cabinet Member Decision, which once agreed will increase EV capacity and reduce car dependency and air pollution across both South and Vale.

To progress the Council's aim to support and encourage the retrofit of our existing housing stock for low-carbon performance and to eliminate fuel poverty, a review of the retrofit landscape across the district was completed this Quarter. The findings and recommendations from the review will be shared with the Future Oxfordshire Partnership - Environment Advisory Group as part of a potential coordinated programme of work across Oxfordshire.

The Council continues to deliver on our commitment for new developments to prioritise access by walking, cycling and public transport; during this Quarter a project scope and brief was developed for the Didcot Garden Town Local Cycling, Walking and Infrastructure Plan and a procurement exercise to appoint a contractor to support its completion was initiated. Phase 1 of the Science Vale Active Travel Network has now also been completed and a feasibility assessment of Phase 2 will commence shortly.

Moreover, this Quarter, the Council undertook work to lobby HM Government for a fairer Public Decarbonisation scheme. Further officers have been working with external support on developing a 'model' example of a bid to submit in future rounds of this scheme. This provides a good foundation towards ensuring that our teams are ready to access or signpost to any Government schemes or funding that is made available.

A key challenge for South Oxfordshire in terms of housing, is delivering new homes which meet local needs. During July and August of 2021, 24 affordable properties were delivered. In comparison with Q1, more one-bedroom homes were made available for affordable rent this Quarter. However, it should be noted that over the life of a development, different dwelling and tenure types will be delivered at varying rates.

The Council continue to deliver a range of work to eliminate homelessness and rough sleeping across the district. This Quarter two thirds of the Housing First (HF) phase 2 rough sleepers have moved into their properties and the final third are waiting for suitable accommodation. All of the residents from HF phase 1 have remained in their properties. The Council are also working in partnership, county wide, to procure homelessness services to eliminate rough sleeping in Oxfordshire.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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 David Rouane	Head of Development & Corporate Landlord	<p>During Q2 2021/22, a project scope and brief was developed for the Didcot Garden Town Local Cycling, Walking and Infrastructure Plan (LCWIP). The Garden Town team are now undertaking a procurement exercise to appoint a contractor to support its completion. The LCWIP, once approved and adopted, will support the implementation of the cycling network strategies identified in the Garden Town Delivery Plan.</p> <p>Phase 1 of the Science Vale Active Travel Network has now been completed (feasibility work on Phase 2 will commence shortly). A wayfinding project is currently underway to name the Phase 1 routes and connect them to the local area. The MultiCav consortium (of which Didcot Garden Town is part) continued to advance their work on an autonomous vehicle pilot during quarter 2. This is scheduled to run from Milton Park to Didcot Parkway during Q4 2021/22.</p>
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 Development & Corporate Landlord	<p>Negotiations for a heads-of-terms agreement for land development continued to be held between South Oxfordshire and the landowner's agents – routine meetings were also held between the Council and Homes England.</p> <p>A meeting of the Garden Village's Steering Group was held in July, and the inaugural meeting of the Comms Group took place in September. Officers also conducted a tour for local councillors of the village and the project's key sites.</p> <p>Discussions were held with local community organisations to understand their funding requirements. This information will be used to shape a planned grants project.</p> <p>Officers also participated in two large public events. At these gatherings, they shared information regarding the Garden Village (as well as presenting possible logos) for the project. Feedback from residents has/will be used to guide future decisions.</p> <p>In addition, an update on the regeneration of Berinsfield and the terms for a Community Investment Scheme were agreed by both the Cabinet and Full Council.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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 & Corporate Landlord	No progress to report Q2 2021/22.
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 & Programmes	<p>The joint retrofit task and finish group report was presented by members to the CEEAC. Their findings and recommendations were welcomed by the committee.</p> <p>The report has also been circulated to neighbouring authorities as part of the Future Oxfordshire Partnership - Environment Advisory Group for their review. There is a broad consensus on the Advisory Group that, in order to make progress, a co-ordinated programme of work in relation to retrofitting in Oxfordshire is required. At their meeting in Q3 2021/22, the Group will, therefore, receive a presentation (delivered by officers from South and Vale) on retrofit, current capital schemes and potential next steps.</p>
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 David Rouane	Head of Housing & Environment	<p>Four of the six Housing First (HF) phase 2 rough sleepers have moved into their properties. They are now being supported within their accommodation. The final two candidates have been identified and are waiting for suitable properties from SOHA housing.</p> <p>The six residents from HF phase 1 remain in their properties and are continuing to receive ongoing support.</p> <p>South Oxfordshire are actively participating in delivering the countywide homelessness and rough sleeping strategy. In addition, the council is also a member of the countywide commissioning group that are procuring homelessness services with the aim of ending rough sleeping in Oxfordshire.</p> <p>During Q2 2021/22:</p> <ul style="list-style-type: none"> the Council dealt with 94 new homeless cases. the average length of stay in emergency accommodation was 7 days (compared to the 6-month rolling average of 41 days). South had a successful homelessness prevention rate of 91%.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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 David Rouane	Head of Development & Corporate Landlord	During Q2 2021/22, the Economic Development team continued to receive enquiries for vacant premises throughout South Oxfordshire. These were referred to the 'Meanwhile in Oxfordshire' project accordingly. The latest available data suggested that there were 60 premises under discussion in the region as part of 'Meanwhile in Oxfordshire' but that no new occupations had been recorded.
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 & Programmes	<p>Insight and Policy continue to provide support in signposting and scanning for external funding opportunities, we are looking to further enhance the external funding capacity within the Council by bringing in a specialist bid-writer. If we are not successful in securing additional resource to strengthen this area, the plan is to roll out bid training to relevant officers (as was previously proposed).</p> <p>One of the main challenges facing South Oxfordshire in respects of securing external funding, is the nature of HM Government funding announcements (and the timeframes given to local authorities). During Q3 2021/22, as part of lobbying for a fairer scheme for Public Sector Decarbonisation, we will reiterate the message that councils are well placed to deliver and provide local leadership, but that they need long-term funding arrangements that encourages support and collaboration rather than a competitive bidding process.</p> <p>Officers are also undertaking speculative bid preparation work. This will provide both councils with a 'model' bid to submit into future rounds of the Public Sector Decarbonisation Scheme. It will also provide an example of what a strong bid looks like.</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>The Joint Design Guide (JDG) Supplementary Planning Document has been drafted for public consultation. This engagement exercise will commence in October, with the scheduled adoption of the JDG Supplementary Planning Document planned for Q4 2021/22. The new JDG incorporates updated guidance on zero and low carbon construction.</p> <p>The DES10 (Carbon Reduction) Guidance Note has been prepared and published.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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 Pieter-Paul Barker	Head of Planning	The Oxfordshire Plan Regulation 18 (2) consultation was approved by South (and the other councils in Oxfordshire) for consultation from July to October 2021. The consultation document set out a range of policy options relating to health, wellbeing and sustainability within theme 3 (creating strong and sustainable communities).
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	During July and August of 2021, 24 affordable properties have been reported as delivered – a quarterly total, including September, will be available towards the end of October. The cumulative total of affordable homes delivered during 2021/22 (Apr-Aug) so far stands at 120. In comparison with Q1, more 1-bedroom homes have been made available for affordable rent. It should, however, 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.
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 & Corporate Landlord	During Q2 2021/22, the EV park and charge project continued to make progress towards an Individual Cabinet Member Decision. Once agreed it will represent a positive step forward in EV capacity across both South and Vale.

THEME 6. INVESTMENTS THAT REBUILD OUR FINANCIAL VIABILITY

Strategic Lead – Simon Hewings – Head of Finance

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.



Key Activity in Q2:

To invest, save and act responsibly and ethically with our financial resources, this Quarter the Council produced a cost options analysis for the new council offices on an invest to save basis, to support decision-making. The Cabinet and Full Council reports on progressing with the building were published at the end of this Quarter, ahead of meetings scheduled for the start of October.

To progress the Council's aim to exercise strong Stewardship of all Council assets, Cabinet also approved the Strategic Property Review in September.

This Quarter, Officers have also worked with Link Asset Services, the Council's treasury management advisors, on a review of funds to provide options for treasury investments. This has included discussions regarding South's environmental, social and governance criteria for investments.

To further the council's ambitions to investigate new viable sources of revenue to maintain and improve vital services, Finance is continuing to work with the Didcot Garden Town team and Technical Services to explore the potential options for open space stewardship at sites in Didcot.

Moreover, the Council has progressed a Property Investment Strategy this Quarter. This is designed to diversify the Council's revenue streams, improve its effectiveness and ensure its ongoing viability.

In order to maximise external funding opportunities to support the Council's services and to enrich the district's leisure, sporting and community activities, the Planning and Planning Policy teams have reviewed the Community Infrastructure Levy (CIL) charging schedule this Quarter. A report on CIL spend (including guidance on allocation) has also been scheduled to be presented at October's Cabinet briefing, in Q3.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	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	While a stand-alone Transformation Strategy is not being developed, officers are working on strategies to improve the councils' financial resilience and on-going viability. As part of this, the property investment strategy is being progressed, and external advisors Link are supporting a funds review to enable the councils to consider different investments.
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	A cost options analysis for the new council offices on an invest to save basis has been produced to support decision-making. The Cabinet and Full Council reports on progressing with the new building were published at the end of Q2 2021/22 – ahead of meetings scheduled for the start of October.
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 & Corporate Landlord	<p>The Strategic Property Review progressed through Cabinet in September. It will go before Full Council in Q3 2021/22.</p> <p>The Council's Asset Management Group is scheduled to meet during Q3 2021/22 where it will agree its Terms of Reference and establish a work programme.</p> <p>Finance are continuing to work with Didcot Garden Town and Technical Services to explore the potential options for open space stewardship at sites in Didcot.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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/s106 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 Development & Corporate Landlord	<p>The CIL charging schedule is currently being reviewed by the planning and planning policy teams.</p> <p>Cabinet members continue to be provided with quarterly CIL and s106 spend/income reports. In addition, a report on CIL spend (including guidance on allocation) will be presented to Cabinet briefing in October.</p> <p>At the end of Q2 2021/22, the available CIL balance for South Oxfordshire stood at £7,422,895.73. Funding of £60,000 for the Chalgrove Flood alleviation Scheme was approved by Individual Cabinet Member Decision in July 2021.</p>
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	Environmental, social and governance criteria are currently being discussed with the Council's treasury management advisors. It remains a work in progress.

COVID-19 RESPONSE AND RECOVERY

Covid-19 has been an unprecedented challenge which required the Council to react quickly to changing circumstances in order to support local businesses, the economy, the voluntary and community sector and local residents. We have worked hard to maintain essential services whilst redeploying staff to new areas of work to help deal with the crisis. The Council developed a Community Hub team during the pandemic to work effectively with voluntary sector partners and volunteers, the work of the Hub is ongoing.

The team also continue to collaborate with our partners at a County-wide level. More specifically, it facilitates coordination and good communication between the County, City and District Councils, with the NHS and OxLEP, to support vulnerable people and encourage vaccination uptake in the district. Q2 saw a steep increase in the number of test and trace payments made to residents in the district, administered by the Revenues and Benefits Team. The increase was due to a spike in the number of cases of Covid-19 and the number of people asked to isolate. Nationally, the phenomenon became known at the time as the 'pingdemic'. See chart C, page 36.

COVID-19 Community Hub Support distributed between 01 July to 30 September 2021:



Chart C: Test and Trace Payments in Q1 and Q2

