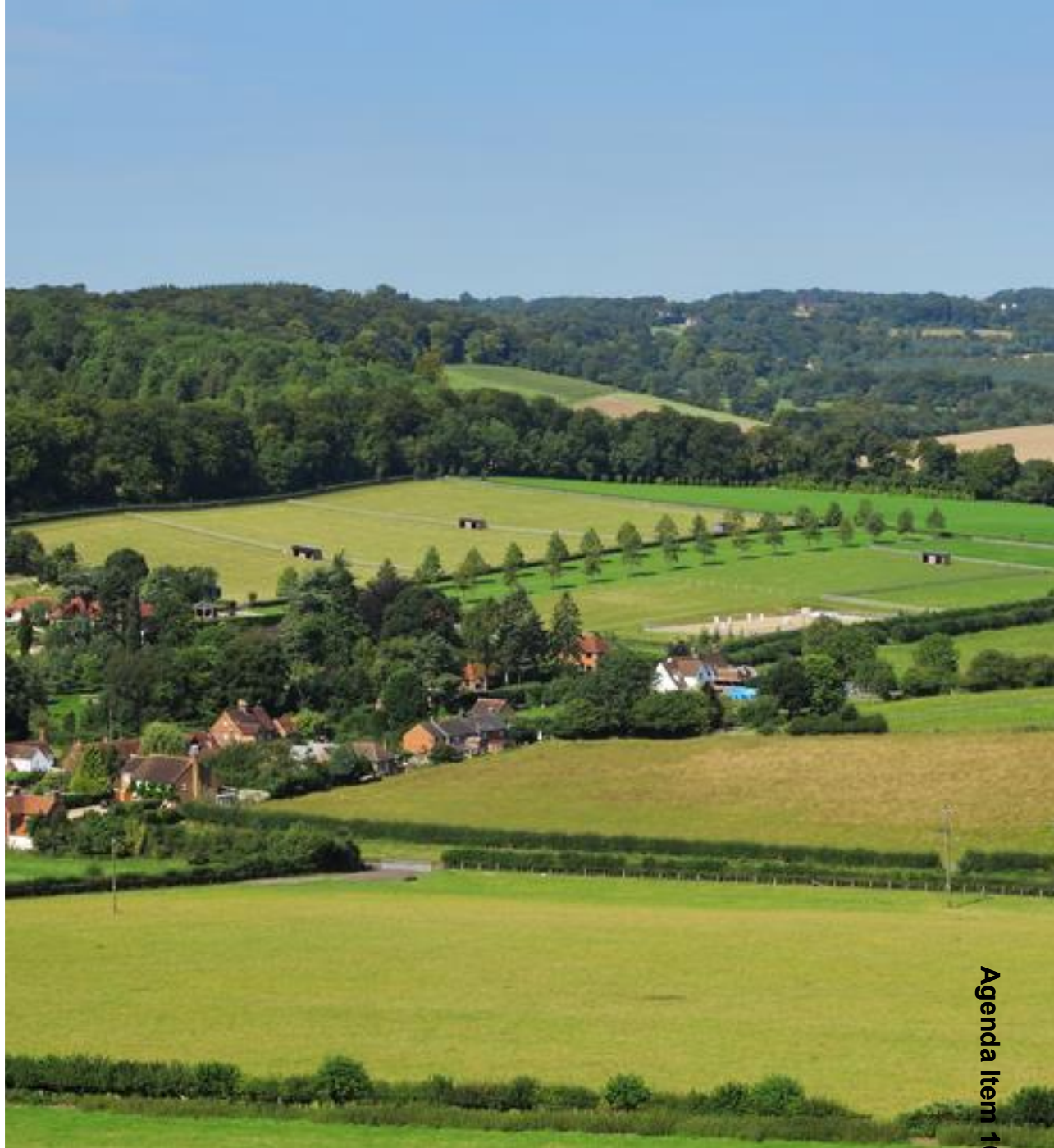


2021/22

Annual Corporate Performance Review



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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.

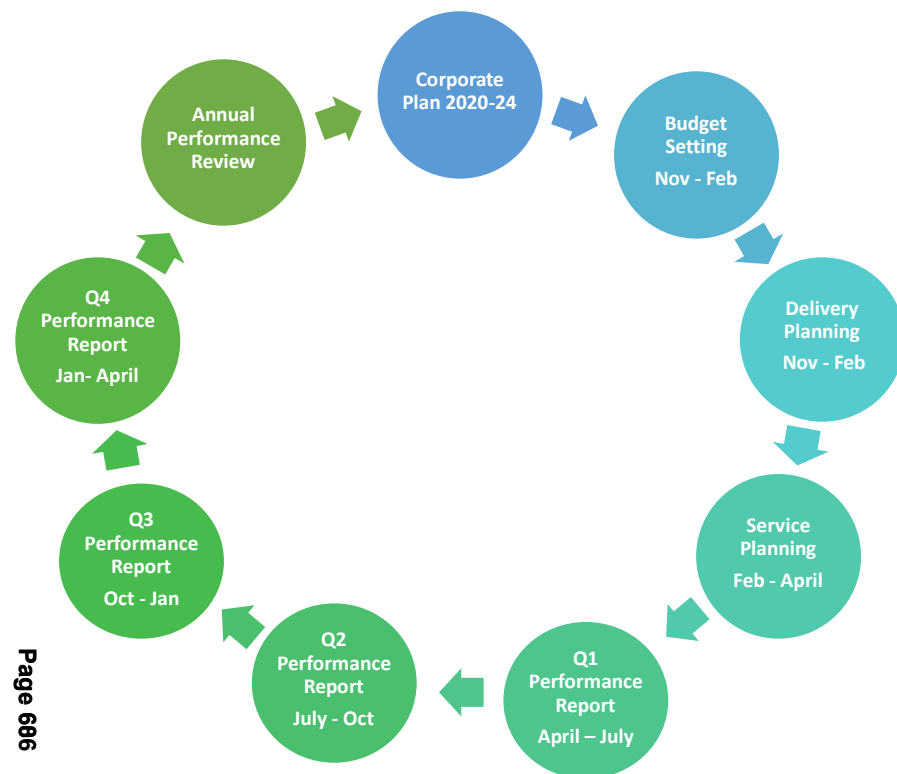
To see all quarterly Corporate Performance reports, please visit the [website](#)



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.

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.



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 | | |

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 | | |

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.*

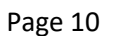
The Communications and Engagement Strategy incorporates initiatives to increase and improve its interactions with all the district's communities/people, especially those from marginalised/under-represented groups.

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.

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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 |
|--------------|--|--|--|--------------------|------------------------------|----------------------------------|
| 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 | | |

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 | | |

Theme 3: Action on the climate emergency – 21/22

*South Oxfordshire has developed and adopted a key piece of their internal policy framework during 21/22, the **Climate Action Plan 2022-24 (CAP)**.*

The CAP plays a pivotal role in steering the Council's work in achieving its objective of becoming carbon neutral by 2025. It is also designed to help guide and support local efforts to tackle the climate emergency.

Progress against the measures within the CAP will be reported on a quarterly basis to the CEEAC and Cabinet. Moreover, to ensure that the CAP has the greatest possible impact – and is also seen as an integral part of South Oxfordshire's operations – work has commenced on aligning it with the Council's Strategic Performance Management Framework.

The Council has focused on decarbonising its leisure centres – which are responsible for almost half of the council's total greenhouse gas emissions – as part of a wider programme of work to cut emissions from its own operations.



Agenda Item 10

A decarbonisation report has been completed for Thame Leisure Centre, with further surveys having been commissioned for other facilities across the district (as well as the Cornerstone Arts Centre). In addition, South Oxfordshire has also undertaken work at the both the Abbey Sports and Henley Leisure Centres to reduce emissions.

Whilst the emphasis has been on decarbonising the Council's buildings, efforts have also been made in reducing carbon emissions from other areas. For example, South Oxfordshire's waste contractor has been trialling an electric waste collection vehicle within the district – performance feedback is expected in 22/23.

Progress has also been made on realising the Council's commitment to ensuring net-zero standard homes across the district. The masterplan for Didcot, created with partners, aims to deliver a plethora of carbon neutral and carbon reducing initiatives, including in residential developments. In addition, agreement has been reached on the potential development of PassivHaus standard affordable homes at a site on the Broadway in Didcot.

South Oxfordshire has also considered the issue of addressing emissions from existing homes. The Joint Retrofit Task and Finish Group examined this issue at length and presented a report to the CEEAC. Their findings and recommendations were also circulated to neighbouring authorities through the Future Oxfordshire Partnership Environment Advisory Group and to HM Government.



Through the scoping of new policies for the Joint Local Plan, the Council have explored opportunities for how best to address the issue of climate change. In addition, it has provided feedback on the climate change evidence needed to support the Oxfordshire Plan 2050.

South Oxfordshire has continued to develop opportunities to expand and encourage active travel. Working with the County Council and consultants on the Oxfordshire Infrastructure Strategy, it has identified 14 schemes within the district for funding prioritisation.

Efforts have been made to support local businesses to respond to the climate emergency. South Oxfordshire have organised workshops on the 'circular economy' and 'sustainable construction' where companies have been able to share information and learn from best practice. In addition, the Council has run a 'Digital Carbon Footprint Reduction Campaign' which provided a step-by-step guide on this issue to firms in the district.

South Oxfordshire has also initiated numerous communication campaigns and activities designed to encourage individuals to change their behaviours. These have included the continued promotion of repair cafes and the need to increase recycling/reduce waste.

In December 2021, the Council's official recycling rate for 2020/21 was published. At 63.6 per cent, South Oxfordshire was the second-best performing district in England.



| Theme 3: Action on the climate emergency – 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 |
| 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. | Head of Development and Corporate Landlord | James Carpenter | | This is an ongoing programme of climate actions and decarbonisation, and work is continuing in this area. |
| ACE2 | Develop an annually approved climate emergency programme and adequately finance it | Quantitative measure - delivery of an annual CEP Y/N | Head of Policy and Programmes | Harry Barrington-Mountford | | |
| 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) | Head of Development and Corporate Landlord | James Carpenter | | Ongoing project - timetable extends beyond the reporting period |
| 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). | Deputy Chief Executive - Transformation and Operations | Adrianna Partridge | | |

Theme 3: Action on the climate emergency – 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 |
|--------------|--|---|---------------------------------|-----------------|------------------------------|----------------------------------|
| 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)) | Head of Housing and Environment | Suzanne Malcolm | | |
| 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)) | Head of Planning | Adrian Duffield | | |
| 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" | Head of Housing and Environment | Suzanne Malcolm | | |

| Theme 3: Action on the climate emergency – 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 |
| 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 | Head of Development and Corporate Landlord | James Carpenter | | |
| 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 | Head of Housing and Environment | Suzanne Malcolm | | |
| 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 | Head of Development and Corporate Landlord | James Carpenter | | |

Theme 4: Improved economic and community wellbeing – 21/22

During 21/22 South Oxfordshire updated the Community Infrastructure Levy (CIL) spending strategy to accelerate the delivery of local infrastructure improvements and allocate funding to achieve the best outcomes for residents. Quarterly CIL and Section 106 expenditure/income reports are now being provided to Cabinet and the CIL charging schedule is currently being reviewed by the Planning team. A prioritisation exercise of previously identified potential projects by CIL criteria was undertaken and presented to Councillors to allocate funding.

£2,419,500 has been allocated to projects in the 2022/23 capital programme as part of South Oxfordshire's budget setting process. In addition, approvals have been made for CIL spending in communities – for example, the Oak Tree Health Centre in Didcot have applied for CIL funds to reconfigure their facility to create more consulting space.

During 2021/22, the Council have encouraged and overseen the adoption eight neighbourhood plans. Of these, six designate a combined total of 25 Local Green Spaces (which have the highest level of protection possible under planning policy). South Oxfordshire are also supporting the preparation of a further 12 new Neighbourhood Plans and five Neighbourhood Plan reviews.



Work on Phase 1 of the Science Vale Active Travel Network has been completed. The five routes contribute 10km of improved provision for both cyclists and pedestrians. Plans are now being made for the creation and development of wayfinding opportunities for this part of the Active Travel Network.

Civil parking enforcement has now been introduced across the district. All towns and villages where there are traffic regulation orders in place are now patrolled. The focus is upon those areas where illegal parking is having the greatest impact on road safety and congestion.

Littering patrols have been introduced in Didcot, Henley, Wallingford and Thame. While the emphasis has primarily been on education, 805 fly-tipping incidents were reported in 2021/22.

South Oxfordshire has provided advice on access to grants, training, and diversification programmes to help local businesses. This has included the rollout of the employment support scheme 'Kickstart', which aimed to create new job opportunities for 16 to 24 year-olds on Universal Credit and at risk of long-term unemployment. In addition, the Council also distributed £5,862,763 in Additional Restrictions/Winter Support Grants during 2021/22 to support businesses impacted by the pandemic.

The Council collaborated with partners on the 'Broadband for Rural Businesses in Oxfordshire' (BiRO) project. This aims to bring reliable broadband to businesses in rural areas, thus reducing digital exclusion and enabling home working. In addition, South Oxfordshire has liaised with Better Broadband for Oxfordshire to respond to residents' questions about the accessibility of full fibre and concerns about the health implications of 5G masts.

Work has continued on the development of a new Community Wellbeing Strategy. This will set out the Council's aspirations and ambitions for improving the health, happiness, prosperity, and welfare of its residents.



| Theme 4: Improved economic and community wellbeing – 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 |
| 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> | Head of Development and Corporate Landlord | James Carpenter | | |
| 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 | Head of Development and Corporate Landlord | James Carpenter | | |
| 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 homeworking | Narrative update on work supporting reliable broadband (where possible). Narrative update on transport initiatives. Quantitative - new footpath/cycle paths delivered | Head of Development and Corporate Landlord | James Carpenter | | |

| Theme 4: Improved economic and community wellbeing – 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 |
| 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) | Head of Policy and Programmes | Harry Barrington-Mountford | | Lack of resources due to Covid -19 recovery work and the Homes for Ukraine programme has delayed progress. It is a priority for early 2022-23. |
| ECW5 | Use our planning powers to preserve our valuable green spaces, particularly in urban areas | Number of Neighbourhood Plans implemented/green spaces secured | Head of Planning | Adrian Duffield | | |
| ECW6 | Work with our communities to maximise Community Infrastructure Levy funds and to allocate these to achieve best outcomes for residents in the District | <p>Narrative update about work in this area to include detail of new CIL spending strategy, communication with parishes.</p> <p>Quantitative elements - CIL Spend broken down by type, by parish</p> | Head of Finance | Simon Hewings | | |

| Theme 4: Improved economic and community wellbeing – 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 |
| ECW7 | Take enforcement action on fly-tipping and dog fouling | <p>Small narrative on Fly Tipping/dog following activity (with Comms input on any campaigns).</p> <p>Qualitative data on fly tipping - what we collect, where from, how much, nature of enforcement action undertaken, hotspot map.</p> | Head of Housing and Environment | Suzanne Malcolm | | |
| ECW8 | Work with local partners to introduce civil parking enforcement as a district responsibility | Narrative update on progress | Head of Development and Corporate Landlord | James Carpenter | | |

Theme 5: Homes and infrastructure that meet local needs – 21/22

*A key challenge we recognise in South Oxfordshire is the provision of reasonably priced housing. The Council have taken steps this year to tackle this, during 2021/22, **288 affordable homes** were delivered across the district, slightly above the Council's target of 280.*

An offer has been accepted (subject to contract) for the purchase of a house in Didcot to provide temporary accommodation and progress made on the Broadway project to deliver further housing stock options.

Agreement has been reached on the potential to provide PassivHaus standard affordable homes on a council owned site on Broadway in Didcot.

A consultant has been appointed to develop a new Joint Housing Strategy that will include consideration of how the councils can help bring empty residential properties back into use. The Council is also working with external partners to bring empty properties back to use for community benefit, in Didcot and Cholsey.

During 21/22 The Council have considered the issue of addressing greenhouse gas emissions from existing homes as part of their commitment to encouraging retrofitting. The Joint Retrofit Task and Finish Group examined this issue at length and presented a report to the CEEAC. Their findings and recommendations were circulated to neighbouring authorities through the Future Oxfordshire Partnership Environment Advisory Group and HM Government. We recognise this challenge is best addressed at scale and it is anticipated that retrofitting will form a part of an Oxfordshire wide route map, following on from the partnership work that produced the Pathways to Zero Carbon Oxfordshire (PAZCO) report in 2022/23.

South Oxfordshire have also taken action to encourage low and zero carbon construction through the production of a Sustainable Construction Checklist for applicants. Further, through the scoping of new policies for the Joint Local Plan, the Council have explored opportunities for ensuring that new housing is sustainable and built to the highest environmental standards. Feedback has also been provided on the health, wellbeing and sustainability policy options included in the Oxfordshire Plan 2050 Regulation 18 (2) consultation.

The Council has delivered a range of work to eliminate homelessness and rough sleeping across South Oxfordshire. For two consecutive quarters (Q3 and Q4), on a rough sleeping count date, South Oxfordshire recorded zero rough sleepers.

The homeless prevention rate for 2021/22 was 94.0%, which is above the target of 80.0%. The very low levels of rough sleeping seen within the district reflects the success of the Council's preventative approach. The preventative approach is also supported by the adoption of the Oxfordshire Homelessness and Rough Sleeping Strategy this year. The strategy prioritises a preventative approach to this issue, looks to ensure that there is a rapid response when an individual or household is at risk, and enshrines the need for taking a person-centred approach to homelessness.



The Councils Garden Town and Village initiatives for Didcot and the Berinsfield area are at the forefront of our progress to deliver the homes and infrastructures that people need. Work has also progressed on a Berinsfield Grants Scheme, which is expected to be launched in Q1 2022/23. Terms of reference for a Community Investment Scheme to regenerate Berinsfield has been approved by Full Council - demonstrating our commitment to transforming Berinsfield with improved facilities in line with the community's needs and aspirations.



Corporate governance was established for the Didcot Garden Town project and Homes England also awarded £120,000 in capacity funding.

South Oxfordshire recognises that providing the appropriate infrastructure is vitally important in encouraging sustainable travel. They have, therefore, completed their work on a Local Cycling and Walking Investment Plan for Didcot Garden Town.

Work has commenced to install 62 electric vehicle (EV) charging points in 5 car parks in South Oxfordshire, as part of the Oxfordshire

wide “Park and Charge” project. It is envisaged that the Park and Charge project will unlock the possibility of EV ownership for residents across Oxfordshire, by providing a convenient, affordable and user-friendly EV charging solutions.

A review of the Milton Park Local Development Order to provide a balanced response to any demands for new office, lab space and job creation with sustainable travel modes was also undertaken.



| Theme 5: Homes and infrastructure that meet local needs – 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 |
| 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. | Head of Policy and Programmes | Harry Barrington-Mountford | | Activity in this area has been baselined and a new delivery plan is currently being approved by South and Vale Cabinets which will enable speedy progress in this area. |
| 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. | Head of Policy and Programmes | Harry Barrington-Mountford | | This is a long-term project that will span several years. Whilst some progress has been made serious progress is difficult without a formal development agreement being in place. |
| 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) Potential direct link to ACE 3? Also reporting on progress of Design Guide. | Head of Development and Corporate Landlord | James Carpenter | | Ongoing project - timetable extends beyond the reporting period |

| Theme 5: Homes and infrastructure that meet local needs – 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 |
| 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 | Head of Policy and Programmes | Harry Barrington-Mountford | | |
| HILN5 | Elimination of homelessness in our District | Narrative update on progress in this area. Quantitative information on - Homelessness rates, homeless cases and TA numbers, length of stay in TA and effectiveness of interventions (avoided homelessness) | Head of Housing and Environment | Suzanne Malcolm | | |
| 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 Ox | Head of Development and Corporate Landlord | James Carpenter | | |
| 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 | Head of Policy and Programmes | Harry Barrington-Mountford | | Whilst this year saw the onboarding of an External Funding Lead, more work is required to introduce systems and processes into the Council to ensure we are as "bid ready" as possible. For example the implementation of a digital repository for all funding opportunities. |

| Theme 5: Homes and infrastructure that meet local needs – 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 |
| 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 | Head of Planning | Adrian Duffield | | |
| 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. | Head of Policy and Programmes | Harry Barrington-Mountford | | |
| 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 | Head of Planning | Adrian Duffield | | Awaiting the release of the 2021 Census Data to help explore changes over time in the existing stock of homes in South and Vale communities |
| 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 | Head of Development and Corporate Landlord | James Carpenter | | |

Theme 6: Investments that rebuild our financial viability – 21/22

In order to invest, save and act responsibly with our financial resources, this year the Council agreed the transformation delivery programme and its priorities for the next 12 to 18 months, which were identified through the budget challenge process. Progress has also been made in establishing the team that will undertake this work.

Following South's approval of the Strategic Property Review, the Council's focus during 2021/22 has been on potential housing sites and their promotion via the Housing and Economic Land Availability Assessment (HELAA).

An assessment of land availability identifies a future supply of land which is suitable, available and achievable for housing and economic development uses over a plan period. Additionally, the South Oxfordshire Asset Management Group was created this year. 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.



With the ambition of improving its effectiveness as an organisation, the Council completed the baselining of its services against the six principles set out in the Council's Customer Services Strategy that was adopted during 2021/22. Significant work has also been undertaken in relation to the Customer Relationship Management (CRM) project with the award of a contract for the successful solution expected in 2022/23.

In order to maximise external funding opportunities to support services and to enrich the district's leisure, sporting and community activities, the Council ran a successful recruitment campaign for an External Funding Lead. This post will significantly enhance the Council's ability to identify third party income, with their initial focus being on creating a compelling story around a potential bid for Cornerstone into the next round of the Public Sector Decarbonisation Scheme. This post will look to support teams across the organisation in the preparation of new bids whilst also horizon scanning for new funding opportunities and grant schemes as they appear. Further embedding of this role and approach will take place in 2022/23.



Theme 6: Investments that rebuild our financial viability – measures and RAG ratings

| Corp Plan ID | Stated Aim/Project description | Measure | Officer Lead Title | Officer Lead | 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 | Narrative measure relating to the development of an overarching Transformation Strategy and any overall narrative linking to potential deliverables. Quantitative data - Income relative to Net expenditure (in context), this could be broken down by service. | Deputy Chief Executive - Transformation and Operations | Adrianna Partridge | | |
| 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. | Deputy Chief Executive - Transformation and Operations | Adrianna Partridge | | Delivery of the Gateway office project is slightly behind schedule. |
| 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) | Head of Development and Corporate Landlord | James Carpenter | | |

Theme 6: Investments that rebuild our financial viability – measures and RAG ratings

| Corp Plan ID | Stated Aim/Project description | Measure | Officer Lead Title | Officer Lead | 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> | Head of Policy and Programmes | Harry Barrington-Mountford | | Whilst this year saw the onboarding of an External Funding Lead, more work is required to introduce systems and processes into the Council to ensure we are as "bid ready" as possible. For example the implementation of a digital repository for all funding opportunities. |
| 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. | Head of Finance | Simon Hewings | | The finance team continues to discuss this with the council's treasury management advisors, and this will be progressed during 2022/23 |