South Oxfordshire District Council

2023/24 Annual Corporate Performance Report

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Introduction: How performance is measured

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

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

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

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

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

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

The Performance Management Framework has enabled the council to maximise the value in our data and information, by making all our performance reports publicly available. To see all quarterly Corporate Performance reports, please visit the **website**

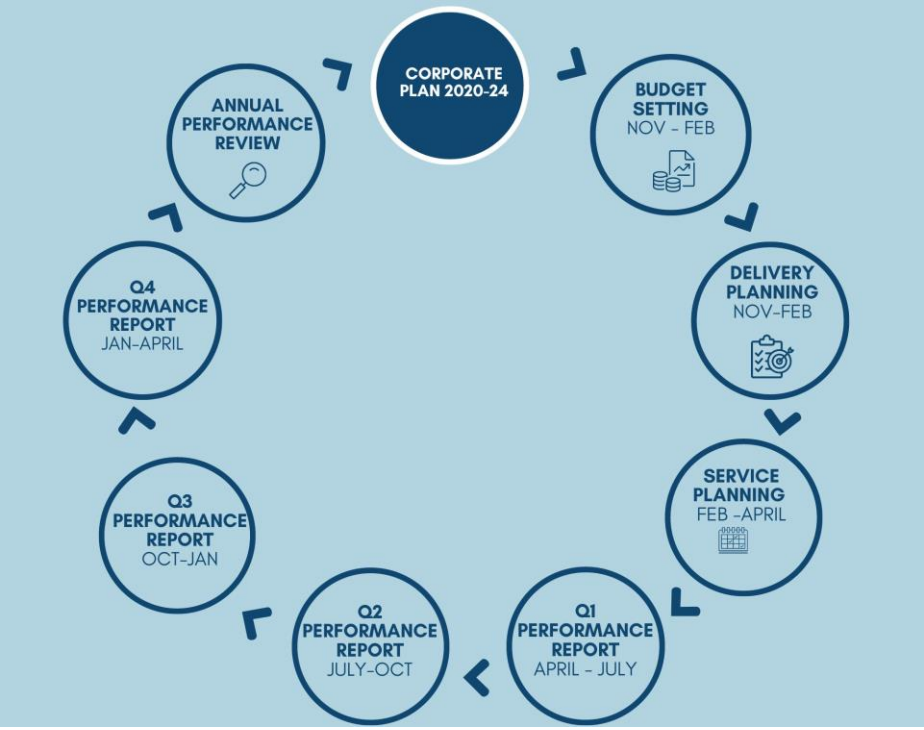
The South Oxfordshire District Council Corporate Plan for 2020/24, sets out what we hope to achieve for South Oxfordshire during this time.

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

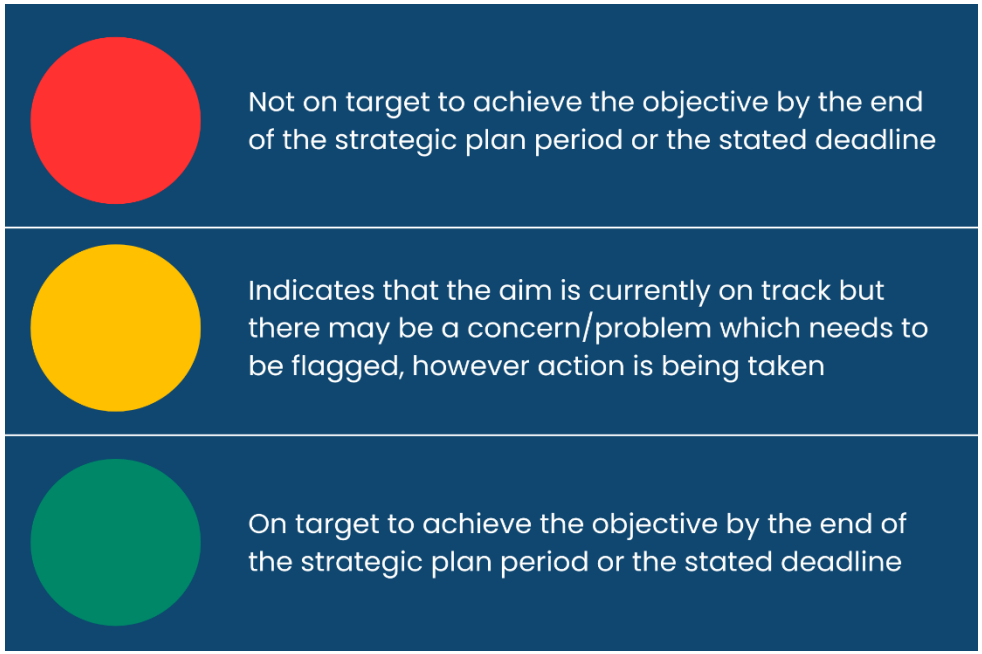
The annual performance review for 2023/24 aims to offer a high-level evaluation of both actions done during the preceding 12 months (April 2023 - March 2024) and progress made towards the objectives specified in the Corporate Plan.

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

Performance reporting cycle:



RAG rating definitions:



Theme 1: Protect and restore our natural world

To help increase biodiversity on council land, South Oxfordshire supported the 'Let it Bee' project, allowing wildflowers and plants to grow on specific sites and by modifying cutting regimes in these areas. The council also maintained its support for the 'No Mow May' campaign.

As an addendum, to the work undertaken to increase biodiversity on council land, in Q3, South Oxfordshire initiated a review of the meadow trials initiated during 2023. This will analyse the new areas of meadow created on council-owned land and determine whether these have been successful. The review will make recommendations about which of these locations should be retained and managed as meadows. It will also make suggestions for potential new sites for 2024.

During Q2 2023/24, officers presented a paper to cabinet members on the arrangements for, and progress towards, producing a Local Nature Recovery Strategy for Oxfordshire. The council also remained actively engaged in the strategy's production during the year, with officers actively contributing to meetings and workshops.

The Thames Valley Environmental Records Centre (TVERC) produced its Annual Monitoring Report in Q4. This is based on the data collected through its programme of rolling surveys of Local Wildlife Sites across the district. The report can be found on the council's nature recovery webpage.

A short-term action plan to support the visitor economy was finalised during 2023/24. This focused upon tangible support schemes for businesses operating in the sector and established an improved digital promotional presence that can be directly managed by Economic Development. The council's work on the visitor economy will be its primary programme to celebrate the area's natural assets.

South Oxfordshire also continues to be a member of the Oxfordshire Local Enterprise Partnership's (OxLEP) steering group for development of the Oxfordshire Destination Management Plan – with the intention of ensuring that the steering group's work complements the council's own visitor economy strategy.

Economic Development ran an application scheme for round one of the Rural England Prosperity Fund (REPF) grants programme. Four grant awards ranging from £30,000 to £61,000 were made – all relate to tourism, leisure and wellbeing.

South Oxfordshire's land drainage engineers have been working with Oxfordshire County Council on the installation of natural flood management measures in Wheatley. In addition, new legislative requirements have placed a duty on the council's land drainage engineers to verify the installation of sustainable urban drainage installations when work concludes on major developments.

Theme 2: Openness and accountability

South Oxfordshire continued to promote diversity and inclusion through the recognition of events contained within its Diversity and Social Campaign Calendar. Throughout the year, the council acknowledged a wide variety of events, campaigns and issues that are relevant/important to our residents and communities.

To help ensure that South Oxfordshire listens to all residents and communities across the district, the council successfully recruited two Equalities & Wellbeing advisors to the People & Culture team. Officers also met with the representatives of local accessibility groups. In addition, two senior members of the People & Culture team attended training courses (of 3 days) on equality, diversity and inclusion.

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

South Oxfordshire continued to livestream all public meetings (except for the Full Council – due to logistical/IT issues) throughout 2023/24.

Throughout 2023/24, progress has continued to be made on scoping how best to utilise the Customer Relationship Management system. For example, officers have been working on automating/improving the council's garden waste processes and its online enviro-crime reporting.

Officers implemented the council's new consultation and engagement platform. In addition to making it easier for residents to respond, the new platform also allows officers to upload supporting information and background documents.

In Q4, the Climate and Engagement teams launched a survey to find out where town and parishes were in their climate journeys and also what support they would like from the council. As part of this exercise, respondents were asked for their preferences in relation to the type/manner of interactions they have with the council e.g., online or face-to-face-meetings. This information will be reviewed to determine how best to proceed.

The Annual Consultation and Engagement Report for 2022/23 was considered by the Scrutiny Committee in Q3. It included data on the council's level of engagement with different communities and demographics (e.g., by age). This information will be used to provide a benchmark for the Vale's future engagement activities.

Work also started on drafting the 2023/24 Annual Consultation and Engagement Report. This will include comparison data on the number of responses the council has received to surveys and consultations. It will also provide a breakdown of respondent types. This information will then be used to highlight any gaps/challenges that may exist.

The Communications team have trialled several social media management systems with the intention of assessing them for potential permanent adoption. They are also exploring the potential opportunities offered by newer social media channels. As part of this activity, South Oxfordshire has grown its presence on NextDoor – a more hyperlocal social media platform – and is considering how to better utilise LinkedIn to engage with local businesses. The council also rolled out WhatsApp Channels, which provides a direct news service to subscribers. Early signs have been encouraging and officers are now investigating the possibility of creating dedicated channels for specific service areas with high demand e.g., waste services.

A new telephony platform for Customer Services went live on 26 September 2023. The transition caused minimal levels of disruption and will allow for improved access to call management data.

In Q2, the Policy and Programmes teams held induction sessions for new members to introduce their work on the Joint Local Plan, neighbourhood planning and climate action. These provided an opportunity for officers to receive feedback/comments on the council's work in these areas.

As part of the Joint Local Plan consultation, the council held ten community drop-in events. These were designed to take the consultation out to the residents of the district. A special by-invitation gathering for community groups that the council has traditionally failed to reach also took place in February.

The council provided a variety of election communications materials (including posters and content for newsletters) to parishes, community groups and businesses to share with residents. These materials were intended to encourage people to register to vote and to remind them of the need for voter ID. South Oxfordshire also used social media channels to reach residents about the local elections. This included promoting the council's guide for first time voters.

With the intention of delivering on South Oxfordshire's commitment to increasing accountability and strengthening its governance framework, work has continued throughout the year on reviewing the council's constitution.

Theme 3: Action on climate emergency

South Oxfordshire was awarded £1.49m from the Public Sector Decarbonisation Scheme (Phase 3c) for work to decarbonise Park Sports Centre, Wheatley and Didcot Wave Swimming Pool. The council also secured £160,351 to install photovoltaic solar panels at Thame Leisure Centre.

Oxfordshire County Council – in partnership with Oxford City Council and West Oxfordshire, Cherwell, South Oxfordshire and Vale of White Horse District Councils – successfully submitted a bid to receive £3.655m in Local Electric Vehicle Infrastructure (LEVI) funding to develop EV charging infrastructure across the county.

To help increase biodiversity on council land, South Oxfordshire supported the ‘Let it Bee’ project, allowing wildflowers and plants to grow on specific sites and by modifying cutting regimes in these areas. The council also maintained its support for the ‘No Mow May’ campaign.

As an addendum, to the work undertaken to increase biodiversity on council land, in Q3, South Oxfordshire initiated a review of the meadow trials initiated during 2023. This will analyse the new areas of meadow created on council-owned land and determine whether these have been successful. The review will make recommendations about which of these locations should be retained and managed as meadows. It will also make suggestions for potential new sites for 2024.

The council advertised for the recruitment of a Nature Recovery Officer in Q4. Their remit will include enhancing biodiversity on South Oxfordshire’s own land holdings.

During Q4, South Oxfordshire, in conjunction with the Vale, submitted a proposal to Innovate UK to fund a research project to trial an electric refuse collection vehicle for recycling and household waste.

The role of the council as a planning authority is vital in tackling the climate emergency. Between 10 January and 26 February 2024, a Regulation 18 public consultation on the Joint Local Plan (JLP) was held. This asked for views on our preferred policy options and draft policies including those relating to sustainable design & construction, net zero carbon buildings, reducing embodied carbon, sustainable retrofitting and renewable energy. It also set out the council’s objectives and proposals in relation to sustainable growth and the environment. Officers are now reviewing all the comments that were received.

South Oxfordshire remains involved in shaping and participating in county-wide initiatives through the Future Oxfordshire Partnership (FOP). In this forum, officers and members continued to work for the realisation of the Good Growth Principles in the Oxfordshire Strategic Vision.

Throughout 2023/24, progress continued on operationalising the priority actions identified in the adopted Oxfordshire Net Zero Route Map and Action Plan.

During Q2 2023/24, officers presented a paper to cabinet members on the arrangements for, and progress towards, producing a Local Nature Recovery Strategy for Oxfordshire. The council also remained actively engaged in the strategy's production during the year, with officers actively contributing to meetings and workshops.

In Q2, South Oxfordshire published a briefing on retrofitting homes and community buildings for district, town and parish councils. This consolidated the existing information on retrofitting financing and support. The council also promoted retrofitting and grants for energy saving home improvements through its media channels.

The Climate team held online town and parish forums on improving the energy efficiency of community buildings and retrofitting domestic properties.

The Climate and Planning teams worked together during Q4 to publish a new webpage explaining when planning permission/consent is need for retrofitting measures. The council also published a new leaflet setting out the support and funding that is available within the district for energy saving home improvements. The council commissioned a research study (being undertaken by Oxford Brookes) on understanding the net zero challenge for SMEs in South Oxfordshire and Vale of White Horse. The results of this exercise will help to improve South Oxfordshire's insight regarding the barriers experienced by local businesses in the journey to net zero and what support could potentially be offered to help them achieve their decarbonisation goals.

In February 2024, it was confirmed that South Oxfordshire had the highest recycling rate in the country in 2022/23 at 61.6%.

A new countywide website monitoring air quality was launched during Q2. This can be found at www.oxonair.uk

South Oxfordshire's new Air Quality Action Plan was approved by the Licensing Committee in Q4. Officers are now reviewing how and when the annual update should be reported.

Theme 4: Improved economic and community well-being

The South and Vale Business Support website was successfully reintegrated within that of the main council during Q1 2023/24.

Throughout 2023/24, the Economic Development team have continued to focus upon implementing South Oxfordshire's UK Shared Prosperity Fund plans. As part of this work, a research study on understanding the net zero challenge for SMEs in South Oxfordshire and Vale of White Horse was commissioned. The draft findings of this study were presented to officers in Q4, with the final report expected during Q1 2024/25 – this will be used to inform future activity in this area.

A short-term action plan to support the visitor economy was finalised. This focused upon tangible support schemes for businesses operating in the sector and established an improved digital promotional presence that can be directly managed by Economic Development.

Throughout the year, South Oxfordshire has continued to work with communities across the district to support them through the cost-of-living crisis (particularly in relation to food initiatives and the provision of support for those in most need).

During Q3, the Community Hub launched the Household Support Fund 4 grants. These will enable organisations to refer residents for financial support to help those struggling with the cost-of-living crisis. They also started a Food and Warmth Grant Scheme for voluntary and community sector (VCS) organisations.

South Oxfordshire has supported the development of local action plans related to the Oxfordshire Food Strategy – with officers from Economic Development specifically exploring links to the Rural England Prosperity Fund (REPF).

Officers from Economic Development assisted in the development of the draft Employment Land Needs Assessment for the Joint Local Plan. This work helped to ensure that the assessment and resulting draft policies were relevant to the needs/requirements of the area's business community.

Following approval by the council as part of the budget setting process, fourteen new infrastructure projects were allocated CIL funding (totalling £2,400,844) in the 2024/25 capital programme. South Oxfordshire also launched a CIL Grant Pilot Scheme to support infrastructure projects delivered by third parties within the district.

South Oxfordshire remains involved in shaping and participating in county-wide initiatives through the Future Oxfordshire Partnership (FOP). In this forum, officers and members continue to work for the realisation of the Good Growth Principles in the Oxfordshire Strategic Vision.

Economic Development led South Oxfordshire's adoption of three pledges from the Oxfordshire Inclusive Economic Partnership's Charter. Two of these (regarding the social value that a supplier can offer the local community and the buying of goods/services from purposeful local organisations) will directly affect how the council does business with local SMEs. Work to implement these pledges will accelerate in Q1 2024/25.

The Economic Development team have maintained their connection to the working group overseeing the development of the emerging Strategic Economic Plan (SEP) for Oxfordshire. Following endorsement of the SEP by the Oxfordshire Local Enterprise Partnership's board, work has now started on the creation of an action plan. The team have also continued to liaise with countywide counterparts via the Joint Oxfordshire Business Support (JOBS) group and with the Oxfordshire Inclusive Economy steering group.

South Oxfordshire continues to be a member of OxLEP's steering group for development of the Oxfordshire Destination Management Plan – with the intention of ensuring that the steering group's work complements the council's own visitor economy strategy.

Theme 5: Homes and infrastructure that meet local needs

During 2023/24, progress continued to be made on the development of the Joint Local Plan (JLP).

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

Between 10 January and 26 February 2024, a Regulation 18 public consultation was held. This asked for views on our preferred policy options and draft policies. Officers are now reviewing all the comments that were received. Progress also continued to be made on several other specialist studies that will contribute to the Joint Local Plan evidence base.

A Housing Delivery Strategy Action Plan 2024/25 was developed in Q4. This contains a wide range of measures/activities to support the delivery of more affordable and sustainable homes. It is scheduled to go to Cabinet in Q1 2024/25.

Work progressed on Stage 1 (as defined by the Royal Institute of British Architects) of a construction project to deliver net zero homes at a council-owned site in Didcot. MICA – the design team for this project – have produced several potential options for consideration. An application was also submitted for Brownfield Land Release Funding to unlock delivery on the site.

The Didcot Local Cycling and Walking Infrastructure Plan was formally approved by South Oxfordshire, Vale of White Horse and Oxfordshire County Council in Q3. It outlines a variety of schemes to improve the overall active travel network within Didcot and the surrounding areas.

During Q4 2023/24, the Didcot Wayfinding and Green Infrastructure Strategies were finalised. These strategies will be considered for approval by Cabinet in Q1 2024/25. Progress has also been made on the Didcot Public Arts Plan. The final draft should be finalised in Q1 2024/25.

£90,000 of external funding to advance the priorities of Didcot Garden Town was secured from Homes England/DLUHC.

The Berinsfield Community Delivery Plan – outlining projects which will support the transformation of the village and improve the health/wellbeing of its residents – was approved by the Berinsfield Steering Group and South Oxfordshire's Cabinet.

Discussions were held between South Oxfordshire and Ptarmigan to inform the regeneration package and S106 agreement for Berinsfield Garden Village. Key areas of focus include affordable housing, leisure, community energy and infrastructure to support a community hub.

Officers utilised UK Shared Prosperity Funding to advance capital improvements and to further other key priorities within Berinsfield.

The Cabinet endorsed the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership's Integrated Care Strategy in June 2023. The Strategy seeks to provide a clear direction for the area's health and care system.

Officers continued to provide support to Oxfordshire County Council on the development of the Strategic Active Travel Network (SATN) – this seeks to provide a network of strategic travel routes across Oxfordshire.

As part of South Oxfordshire's commitment to safeguarding and supporting the district's vulnerable residents, the council continues to actively participate in numerous countywide partnerships to tackle homelessness in Oxfordshire. South Oxfordshire is a member of the countywide Homelessness Steering Group, the Young Persons Steering Group, the Joint Management Group of Alliance Homelessness Services and the Homelessness Directors' Group.

Even though 2023/24 saw a record number of homelessness approaches to South Oxfordshire (565), the council's success rate in preventing homelessness has been consistently well above the average for the South East region.

In order to help ensure that new and existing buildings are zero-carbon in their operation, work began on implementing the priority actions identified in the adopted Oxfordshire Net Zero Route Map and Action Plan. This includes major workstreams on building decarbonisation and addressing the retrofitting skills shortage.

South published a briefing on retrofitting homes and community buildings for district, town and parish councils. This consolidated the existing information on retrofitting financing and support. The council also promoted retrofitting and grants for energy saving home improvements through its media channels.

In addition, the Climate team held an online town and parish forum on improving the energy efficiency of community buildings and the support that South Oxfordshire can offer to the groups that manage these buildings.

Theme 6: Investment that rebuilds our financial viability

South Oxfordshire is a lean and efficient council which uses its resources to provide value for money to all its residents. Through sound financial management it has consistently kept costs low, while continuing to provide high quality services. Nevertheless, years of austerity followed by the significant – and sustained – economic costs of the pandemic, high levels of inflation and the ongoing cost-of-living crisis have continued to place substantial additional pressures on the council's budgets. However, despite these challenges, South Oxfordshire has been able, through its careful and considered financial management, been able to prudently invest/spend on the issues that matter most to residents.

The council has agreed a balanced budget for the next financial year (2024/25). To fund the delivery of services, council tax will increase by 3.6 per cent for 2024/25. For a Band D property this equates to £5 a year (just under 10p a week), bringing a total charge of £146.24 a year/£2.81 per week – this is over 30.0 per cent lower than the national average for a shire district council.

For the first time, South Oxfordshire's Treasury Management Strategy included an Environmental, Social and Governmental (ESG) statement. Consequently, South's treasury advisors have been asked to undertake a funds review.

South Oxfordshire's Asset Management Group (established during Q3 2021/22) has continued to meet on a quarterly basis to progress implementation of the Strategic Property Review. The aim of the Group is to assess the council's land ownerships in a holistic manner and consider opportunities for their development, usage or disposal.

A report on the Strategic Property Review was presented to Cabinet members. An asset management plan will now be developed.

In February, the Cabinet endorsed a development action plan for the Cornerstone Arts Centre. The plan is intended to secure the centre's long-term sustainability by maximising its community benefit and financial efficiency.

In Q1 2023/24, the council successfully secured £733,241 in Rural England Prosperity Funding.

South Oxfordshire successfully secured £285,465 from the Swimming Pool Support Fund (SPSF) during Q2. The SPSF aims to prevent swimming pool closures/a reduction in provision by helping to cover increased utility and chemical costs.

South Oxfordshire was awarded £1.49m from the Public Sector Decarbonisation Scheme (Phase 3c) for work to decarbonise Park Sports Centre, Wheatley and Didcot Wave Swimming Pool. The council also secured £160,351 to install photovoltaic solar panels at Thame Leisure Centre.

South Oxfordshire and the Vale have submitted a proposal to Innovate UK to fund a research project to trial an electric refuse collection vehicle for recycling and household waste.

The Transformation team continued to make progress on delivering South Oxfordshire's ambitious transformation programme. Their work will help to ensure that the council is delivering as efficiently and effectively as possible – and, thereby, provide opportunities to save money. During 2023/24, the Transformation team has been reviewing our Grounds Maintenance service with the intention of improving both performance and flexibility. This assessment is currently making progress against the following deliverables:

- workable KPIs - Key Performance Indicators
- research to explore and benchmark how other authorities manage their grounds maintenance services.
- breakdown of service costs and charges.

Theme 1: Protect and restore our natural world - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
PRN1	With partners, promote in-depth mapping and surveying of ecosystems across the district, planning for restoration of the natural world and working closely with land-owners and specialist agencies	Narrative report to include information on work with partners, and Habitat and Species data + changes/trends on a 12 month basis	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Planning		
PRN2	Celebrate, protect and enhance our natural assets, including the River Thames and the AONBs and their setting, promoting our rural district for tourism, leisure and wellbeing	Narrative report to include information on work to manage natural assets and ANOBs (both internally and with partners)	Cabinet Member for Corporate Services, Policy and Programmes	Head of Development and Corporate Landlord		
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	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Development and Corporate Landlord		
PRN4	Recognise and support the vital role of farming in economic and ecosystem resilience, local food provision and the recovery of soils and natural processes	Narrative report on activity undertaken with partners to encourage and support the vital role of farming in economic and ecosystem resilience (where possible, although this may be implicitly included in the information above)	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Development and Corporate Landlord		

Theme 1: Protect and restore our natural world - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
PRN5	Call for the establishment of a Local Nature Partnership for Oxfordshire to promote an ambitious nature recovery programme, including tree and meadow planting, rewilding and providing habitats for wildlife including wildlife corridors	Narrative report - accepting that much of the activity to support PRN3 will be relevant here	Leader of the Council	Head of Policy and Programmes		
PRN6	Work in partnership with the Earth Trust, Chilterns Conservation Board, North Wessex Downs AONB, the Environment Agency and others to improve access to green spaces in and around our towns, reinforcing access to nature as a priority for community wellbeing	Narrative report on activity with partners (including those named, and others), with a particular focus on work supporting the link between green spaces and community wellbeing	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Development and Corporate Landlord		

Theme 2: Openness and accountability - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
OA1	Enhance trust and accountability in democratic decision-making, including live-streaming and recording of meetings, ensuring full accessibility of facilities and monitoring progress in an open and transparent way	Narrative update to include information on the performance management framework, communications update on Cabinet/Council decisions, IAG around the operations/activity of the Council % of Public Council meetings within 12 months available online	Cabinet Member for Corporate Services, Policy and Programmes	Head of Corporate Services		
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	Cabinet Member for Corporate Services, Policy and Programmes	Head of Corporate Services		
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	Cabinet Member for Community Wellbeing	Head of Corporate Services		
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	Cabinet Member for Legal and Democratic	Head of Legal and Democratic		

Theme 2: Openness and accountability - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
OA5	Engage effectively with residents, Parish and Town Councils and other community organisations, using plain English in our communications and using appropriate methods and technologies to ensure equal and fair access for all	Narrative report on activities communications/engagement specific activities	Cabinet Member for Corporate Services, Policy and Programmes	Head of Corporate Services		

Theme 3: Action on climate emergency - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
ACE1	Achieve our own zero carbon target by 2025 and support others to achieve the district target of zero carbon by 2030	Narrative report on strategic projects which will help to deliver net zero carbon for 2025/2030. This should be split between Council specific and District specific activities	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Development and Corporate Landlord		
ACE2	Develop an annually approved climate emergency programme and adequately finance it	Quantitative measure – delivery of an annual CEP Y/N	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Policy and Programmes		
ACE3	Deliver Council-owned net-zero homes and use grants, planning policy and advocacy to ensure the same standards throughout the district	Narrative Update on the current activities which WILL result in the delivery of Council owned homes (and details of those homes where possible)	Cabinet Member for Economic Development and Regeneration	Head of Development and Corporate Landlord		
ACE4	Promote and encourage behavioural change with informational campaigns and leading by example	Narrative update to include the number of communications campaigns undertaken which promote/encourage behavioural change (with examples)	Cabinet Member for Corporate Services, Policy and Programmes	Head of Corporate Services		

Theme 3: Action on climate emergency - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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)	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Housing and Environment		
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 report to include information on work with partners, and Habitat and Species data + changes/trends on a 12 month basis.	Cabinet Member for Planning	Head of Planning		
ACE7	Promote the circular economy (reduce, re-use and recycle), including in our waste management contracts	Narrative measure on comms activity relating to waste/ recycling Quantitative information on recycling rate, contamination rates, % of residual waste to landfill	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Housing and Environment		
ACE8	Support and encourage local businesses to respond to climate change and nature recovery	Narrative update on the work influencing work undertaken to support and encourage local businesses relating to climate change and nature recovery	Cabinet Member for Economic Development and Regeneration	Head of Development and Corporate Landlord		

Theme 3: Action on climate emergency - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
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	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Housing and Environment		
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 Oxfordshire County Council Optional Quantitative metrics on the amount of new footpaths/ cycle paths	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Development and Corporate Landlord		Amber until projects identified progress.

Theme 4: Improved economic and community well-being						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
ECW1	Partner with regional agencies to ensure economic recovery, quality employment, thriving businesses and vibrant communities, avoiding the blight of “dormitory towns”	Narrative report on work with partners in this area Quantitative metrics relating to employment rates (trends, actuals) - unemployment rate, trajectory/trend, earnings information	Cabinet Member for Economic Development and Regeneration	Head of Development and Corporate Landlord		
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	Cabinet Member for Economic Development and Regeneration	Head of Development and Corporate Landlord		
ECW3	Plan for communities connected by walking & cycling networks, with sustainable, accessible and affordable public transport and reliable Broadband, learning the lessons from the Covid-19 experience and enabling more home-working	Narrative update on work support reliable broadband (where possible) Narrative update on transport initiatives Quantitative - new footpath/ cycle paths delivered	Cabinet Member for Planning	Head of Development and Corporate Landlord		
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)	Cabinet Member for Community Wellbeing	Head of Policy and Programmes		Decisions on the Health and Wellbeing Strategy and Cornerstone business modelling (see cabinet report) have impacted on the ability to bring this strategy forward.

Theme 4: Improved economic and community well-being						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
ECW5	Use our planning powers to preserve our valuable green spaces, particularly in urban areas	Number of Neighbourhood Plans implemented/green spaces secured	Cabinet Member for Planning	Head of Planning		
ECW6	Work with our communities to maximise Community Infrastructure Levy funds and to allocate these to achieve best outcomes for residents in the District	Narrative update about work in this area to include detail of new CIL spending strategy, communication with parishes Quantitative elements - CIL Spend broken down by type, by parish	Cabinet Member for Economic Development and Regeneration	Head of Finance		
ECW7	Take enforcement action on fly-tipping and dog fouling	Small narrative on Fly Tipping/dog following activity (with Comms input on any campaigns) Qualitative data on fly tipping - what we collect, where from, how much, nature of enforcement action undertaken, hotspot map.	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Housing and Environment		
ECW8	Work with local partners to introduce civil parking enforcement as a district responsibility	Narrative update on progress	Leader of the Council	Head of Development and Corporate Landlord		

Theme 5: Homes and infrastructure that meet local need - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
HILN1	Didcot Garden Town priority projects as identified by the Advisory Board, specifically a sustainable plan to redevelop the Didcot Gateway site, a public transport and active walking and cycling network, community facilities and accessible green spaces for Didcot residents	Narrative update against the stated aim, to include as many of the potential deliverables as possible, but not limited in scope to this	Cabinet Member for Economic Development and Regeneration	Head of Policy and Programmes		
HILN2	The transformation of Berinsfield into a thriving Garden Village with improved facilities that are developed in line with the community's needs and aspirations	Narrative update against the stated aim, to include as many of the potential deliverables as possible, but not limited in scope to this	Cabinet Member for Economic Development and Regeneration	Head of Policy and Programmes		
HILN3	New council-owned homes with a focus on quality of design, affordability and local requirements	Narrative Update on the current activities which WILL result in the delivery of Council owned homes (and details of those homes where possible) Also reporting on progress of Design Guide	Cabinet Member for Economic Development and Regeneration	Head of Development and Corporate Landlord		
HILN4	Support and encouragement for the retrofit of our existing housing stock for low-carbon performance and to eliminate fuel poverty	Narrative update on current/ completed activities and influencing activity	Cabinet Member for Environment, Climate Change and Nature Recovery	Head of Policy and Programmes		

Theme 5: Homes and infrastructure that meet local need - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
HILN5	Elimination of homelessness in our District	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)	Cabinet Member for Community Wellbeing	Head of Housing and Environment		
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	Cabinet Member for Economic Development and Regeneration	Head of Development and Corporate Landlord		
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	Cabinet Member for Economic Development and Regeneration	Head of Policy and Programmes		
HILN8	New homes are future-proofed, meeting the highest environmental standards and enhancing nature through sensitive, high quality design	Narrative update around refresh of the design guide, local plan, and information around DES10	Cabinet Member for Planning	Head of Planning		

Theme 5: Homes and infrastructure that meet local need - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
HILN9	Spatial planning embeds public health, wellbeing and sustainability	Narrative update on work around planning reinforcing wellbeing and sustainability. This should include 'health based planning data' where possible - information on public gym equipment - footpaths, cycle paths etc.	Cabinet Member for Planning	Head of Policy and Programmes		
HILN10	Changes over time in our stock of homes meet local needs	Narrative update based on information available from 3rd parties and the impact this has on the local area Bedroom mix in new developments breakdown every 6 months	Cabinet Member for Planning	Head of Planning		
HILN11	Sustainable transport solutions prioritise walking, cycling and public transport to reduce car dependency and air pollution	Narrative update on overall progress relating to sustainable transport solutions - particularly EV elements	Cabinet Member for Planning	Head of Development and Corporate Landlord		

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

Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
IRFV1	Develop and implement an innovative Transformation Strategy to diversify our revenue streams, improve our effectiveness and secure our on- going viability	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	Cabinet Member for Finance and Property Assets	Head of Policy and Programmes		
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	Cabinet Member for Finance and Property Assets	Head of Corporate Services		Delays in the planning process will mean slippage in the delivery programme for the building.
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)	Cabinet Member for Finance and Property Assets	Head of Development and Corporate Landlord		Will be amended to green status once draft Asset Management Plan has been produced.

Theme 6: Investment that rebuilds our financial viability - performance RAG ratings						
Corp Plan ID	Stated Aim/Project description	Reporting Measure	Cabinet Lead	Officer Lead Title	RAG rate progress against each measure	Comments on AMBER or RED ratings
IRFV4	Maximise external funding opportunities to support our services and to enrich our leisure, sporting and community activities	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 Specific elements which should be included - Proportion of spend on leisure/community facilities vs amount funded by Council. CIL/106 spend broken down by type/parish Externally funded Capital schemes Total External funding received figure - narrative should be clear that this is not the total figure	Cabinet Member for Community Wellbeing	Head of Policy and Programmes		
IRFV5	Invest responsibly and ethically with the Climate Emergency at the heart of what we do	Narrative update detailing changes which have included climate elements into regularised decision making	Cabinet Member for Finance and Property Assets	Head of Finance		The results of the Link review are expected to be available during Q1/Q2 of 2024/25.

South Oxfordshire District Council

Listening Learning Leading

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Policy and Programmes

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