

Agenda



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Date: 20 June 2025

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A meeting of the **Scrutiny Committee**

will be held on Monday 30 June 2025 at 7pm

Meeting Room 1, Abbey House, Abbey Close, Abingdon, OX14 3JE

To watch this virtual meeting, follow this link to the council's [YouTube channel](#).

Cabinet Members:

Councillors

Katherine Foxhall (Chair)

Judy Roberts (Vice-Chair)

Ron Batstone

James Cox

Eric De La Harpe

Kiera Bentley

Robert Maddison

Sue Caul

Vacancy

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Nick Bennett

Head of Legal and Democratic Services

Agenda

Open to the Public including the Press

1. Chair's announcements

To receive any announcements from the chair.

2. Apologies for absence

To record apologies for absence.

3. Minutes

To adopt and sign as a correct record the minutes of the Cabinet meeting held on 20 March 2025.

4. Declarations of interests

To receive declarations of disclosable pecuniary interests, other registrable interests and non-registrable interests or any conflicts of interest in respect of items on the agenda for this meeting.

5. Urgent business

To receive notification of any matters which the chair determines should be considered as urgent business and the special circumstances which have made the matters urgent.

6. Public participation

To receive any questions or statements from members of the public that have registered to speak.

REPORTS FOR THE COMMITTEE

7. At the Heart of the Vale: Annual Delivery Plan 2025/26

To consider the attached paper, which asks Cabinet to approve the Annual Delivery Plan for 2025-26 (Appendix 1), which is underpinned by the Council Plan 2025-2029, and provide comments and suggestions to the Cabinet member for Corporate Services, Policy and Programmes.

8. Vale Scrutiny Work Programme

To review the attached scrutiny work schedule. Please note, although the dates are confirmed, the items under consideration are subject to being withdrawn, added to or rearranged without further notice.



Minutes

of a meeting of the

Scrutiny Committee



held on Thursday, 20 March 2025 at 7.00 pm in
Abbey House, Abbey Close, Abingdon OX14 3JE

Open to the public, including the press

Present in the meeting room:

Councillors: Katherine Foxhall (Chair), Judy Roberts (Vice-Chair), Ron Batstone, James Cox, Hayleigh Gascoigne, Robert Maddison and Eric de la Harpe

Officers: Luci Ashbourne (Democratic Services Officer), Paul Fielding (Head of Housing and Environment), Daniel Harrison (Community Arts Manager), Jamie Hawkins (Affordable Housing Team Leader) and Adrianna Partridge (Deputy Chief Executive—Corporate and Communities)

Cabinet Members: Councillor Sue Caul (Housing, Leisure Facilities and Community Buildings) and Mark Coleman (Deputy Leader)

Officers: Susie Royse (Broadcasting Officer) and Anna Winship (Strategic Finance Manager)

Cabinet Members: Bethia Thomas (Leader)

Sc89 Chair's announcements

The Chair ran through housekeeping matters and confirmed that since the last committee meeting, the scrutiny task and finish group had met with a representative from The Centre for Governance and Scrutiny. The next step for the group was to establish priorities guided by the report. The Chair emphasised the importance of reviewing these findings in the context of local government reform (LGR). This will help identify which aspects remain relevant and how best to support those processes.

The Chair confirmed that Councillor Robert Clegg would be joining as a substitute member for Councillor Debby Hallett for subsequent meetings. As Councillor Hallett was not able to sit on the task and finish group, it was recommended a new member be nominated.

Resolved: That Councillor Judy Roberts join the scrutiny review task and finish group.

Sc90 Apologies for absence

Apologies were received from Councillors Debby Hallett and Oliver Forder.

Sc91 Minutes of the last meeting

Resolved: The minutes of the meeting held on 28 January 2025 were reviewed and committee agreed upon as a correct record. The Chair will sign them as such.

Sc92 Declaration of interests

There were no declarations of interest.

Sc93 Urgent business

There was no urgent business.

Sc94 Public participation

There were no registered speakers.

Sc95 Work schedule and dates for Vale scrutiny meetings

Members noted there were no current dates listed on the work schedule. This was attributed to the focus on LGR and it was confirmed that the schedule would be firmed up soon.

The Chair highlighted the item on community assets and financial relationships with tenants and thanked members who had provided information on this topic. Discussions had taken place with the Head of Finance and the Cabinet Member for Finance, and it was confirmed that a meeting would be arranged to discuss how to address the concerns raised by this committee.

Sc96 Update on recommendations from previous Vale Scrutiny Committee meetings

The Chair noted that Cabinet had confirmed that they received the committee's comments on the Council plan and have taken them into consideration. Additionally, discussions around relationships with council tenants had been taken forward with the Cabinet member and the Head of Finance. Three clear case studies had been identified to be part of this discussion.

Sc97 S106 Affordable Housing Grant Process Review

The report was introduced by the Cabinet Member for Housing, Leisure Facilities and Community Buildings, supported by the Head of Housing. The report aimed to inform the committee of progress and gather comments for potential policy changes. Only two applications had been received since the policy's implementation, both rejected due to missing documents and planning issues. Feedback indicated the scoring system needed clarity and stronger oversight.

The current fund balance was £214,791, insufficient for meaningful bids, leading to a suspension of new applications until the balance increased. Future contributions were uncertain, and the policy would only be applicable when the balance supported meaningful applications.

The committee asked and commented on the following:

- Clarification on the allocation of S106 funding outside of developers' commitments to build affordable housing. Officers explained that developers provide a certain proportion of affordable housing (35% for Vale). If they can't deliver due to viability issues, they make a payment in lieu. Part payments are also made for fractional units, and this money goes into the Section 106 fund.
- Members enquired about the timescale for successful applications. Officers noted that successful applications in South Oxfordshire have taken one to two years from award to claim. If money were available, it would be awarded within 12-20 months and spent within the current Council's term.
- It was suggested that residents would appreciate the council putting more responsibility on applicants. Officers agreed, noting that best practices and learnings should be carried forward regardless of future council changes.
- A member asked why the council had only received two applications, and for clarity on engagement with providers. The Cabinet member explained that the purpose of rewriting the policy was to make it easier and more accessible. Officers had reached out to community land trusts, registered providers, and other organisations through quarterly newsletters and catch-ups. These organisations were managing to meet their quota without applying for funding.
- Clarification was sought on the allocation of the funding so far, given both applications had been rejected but the balance was now so low. The Cabinet member confirmed that the funds were allocated for the purchase of properties to be part of the Council's housing stock, as agreed by the Cabinet and Full Council.
- The committee asked for more detail on the cabinet's approach to housing and the trajectory of the policy. The Cabinet member explained that S106 agreements were time-limited and needed to be put to good use. Direct purchase of housing stock was considered the best use of the money.
- Members asked if there was a report detailing the funding added to the pot and whether any S106 funds were lost due to time lapses? Officers confirmed that no funds had been lost
- Concerns were raised about the ambiguity of the scoring criteria and why a high score wouldn't guarantee a successful application. Officers explained that the existing point system was not scored on impact, making it hard to ascertain. High-scoring applications could still fail due to issues like planning permission.
- Enquiries were made as to whether there would be any disadvantages of introducing all suggested amendments. Officers highlighted that a balanced approach was vital and that asking too much from applicants could be off-putting. Pre-application meetings were helpful, and the support provided varied depending on the size and expertise of the applicants.
- A member enquired about the meaning of the guidance note mentioned in the report. Officers explained that a guidance note sets out how the scoring criteria works, the process, and required documentation. This would be revised if any policy changes were made.
- The Chair highlighted paragraph 60, which outlines insufficient funds, questioning the value of suggesting amendments if the policy would no longer exist when LGR occurs. Members agreed that due to the low balance and LGR, focusing on updating the policy may not be a good use of time, noting that additional funds and bids are unlikely.

Resolved: Members agreed to note the report and the financial position. The committee recommended that for the reasons debated, focusing on updating the policy would not be a

good use of resources at this time. The committee suggested continuing with the current process unless new funds become available and monitoring the situation closely.

Sc98 The Beacon Development Action Plan Update

The report was introduced by the Deputy Leader, supported by the Community Arts Manager and the Strategic Finance Officer. The report provided a one-year review of the 18 to 24-month delivery plan agreed by the Cabinet in February 2024. Key achievements included appointing senior officers, establishing governance structures, and forging national links with cultural organisations.

Operational reviews aimed at driving efficiency and diversification were underway. Growth in footfall and programme demand was noted, with a focus on increasing financial returns and efficiency in phase two, supported by the 2025 Capital Investment Plan.

Decarbonisation at The Beacon was pending, and an options review was postponed due to local government reorganisation. The strategic context required a revised culture strategy scope.

Phase two, to be presented in May, would outline the pathway to a comprehensive culture, creative, and heritage strategic framework.

The committee asked and commented on the following:

- The viability of reopening the café at The Beacon. Officers noted the café was popular but costly to run. They were exploring options to bring it back, such as community voluntary groups running it as a charity or fundraising endeavour. Interested parties were considering a slow growth model with low risk to all involved.
- Members noted that the report was encouraging and outlines that The Beacon is becoming an asset to the Council.
- Clarity was sought on capital investment and planned improvements. Officers explained that a modest sum has been allocated, with plans to improve the layout and flow. The Beacon worked as a daytime community centre but would have benefited from feeling more like a venue in the evening. Planned improvements included removing the canopy over the entrance, tidying up the entrance, and installing LED lighting in the stairwell. Members agreed these would be achievable and impactful.
- It was noted that running costs had reduced. Officers attributed the cost reduction to a new leadership team, recruitment control, casual staff, programming costs, and an increase in income.
- Members emphasised that decarbonisation should be a priority and inquired about grants to support this. Officers confirmed that the timing of LGR and potential capital expenditure restrictions may prevent the project from commencing during the transition. The corporate property team, which managed the Cornerstone project could potentially oversee this. The decision-making process will be reviewed.
- Members asked if the trajectory of savings is likely to continue. Officers confirmed plans to streamline processes, improve marketing, and generate engagement and income should help this trajectory continue. They were working on an agreement with Wantage Town Council to reduce staffing costs, which would result in tangible savings.

- Further detail was sought regarding conversations with the town council in terms of reviewing and updating the agreement. The Deputy Leader summarised the historic agreement with the Town Council involving a percentage of maintenance costs based on floor space used and confirmed there were plans to discuss and review this.
- Clarification was sought on whether ticket income total was gross or net. Officers explained that most income came from hires where companies pay for space and take commission on sales, and confirmed the income outlined in the report was purely from tickets sold.
- Members welcomed the social value calculator but asked for assurances that the process is transparent and not biased. Officers noted that the social value calculator is a new project and complex to capture. A core community group had been set up to support, work with, and challenge the process. It was also confirmed that the senior management team were considering using this as a corporate tool for report writing.
- Confirmation regarding the ongoing financial commitment was sought. The Deputy Leader confirmed a commitment to developing The Beacon as an arts centre, highlighting that arts centres typically cost more to run than the income generated, and the council needed to consider the financial value contributed. The Beacon provided affordable and local arts and culture opportunities across the district. Increased footfall and ticket sales, along with reduced running costs, would be reviewed for future commitment.
- Enquiries were made about potential CIL or Section 106 funding for the project. The Deputy Leader confirmed that there was no CIL for this budget. Members were reassured that that Councillors were responsible for determining the strategic direction, and officers identify the best funding methods to deliver this.
- There was a suggestion that displaying local art projects from across the district would be valued by the community. Officers agreed, noting that successful art projects funded by developer contributions could be displayed to the public.
- It was highlighted that engaging schools for cost-effective venue rentals and community events would be beneficial. Officers acknowledged the challenge of engaging with schools and expressed interest in discussing further collaboration.

Resolved: The committee noted progress made in implementing The Beacon Development Action Plan to optimise operation of the in-house delivery model. Members thanked officers and the Cabinet for their work on this.

The meeting closed at 8.21 pm

Chair

Date

Cabinet Report



Report of Head of Policy and Programmes

Author: Alice Penfold

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Wards affected: all

Vale Cabinet member responsible: Councillor. Andy Foulsham

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To: SCRUTINY

Dates: 30 June 2025

To: CABINET

Dates: 4 July 2025

At the Heart of the Vale: Annual Delivery Plan 2025-2026

Recommendation to Cabinet

To approve the Annual Delivery Plan for 2025-26 (Appendix 1), which is underpinned by the Council Plan 2025-2029.

Implications (further detail within the report)	Financial	Legal	Climate and Ecological	Equality and diversity
	Yes	Yes	Yes	Yes
Signing off officer	Simon Hewings	Nick Bennett	Tim Oruye	Mark Minion

Purpose of report

1. To seek Cabinet approval for the proposed Annual Delivery Plan 2025-2026, which sets out activity that will be undertaken to progress the priorities and objectives articulated in the Council Plan 2025-2029.

Corporate objectives

2. Following a comprehensive democratic and scrutiny process, the Council Plan 2025-2029 was adopted by Full Council on 12 February 2025. The Council Plan 2025-2029 sets out a vision, strategic priorities, and objectives for the council and forms part of the council's policy framework.
3. The Annual Delivery Plan is underpinned by the Council Plan 2025-2029 and sets out the key activity and outcomes that will enable the council to make progress towards achieving its ambitions either through direct delivery, in partnership, or exerting its influence as a local government body.

Background

4. The Council Plan 2025-2029 sets the strategic context for the delivery and monitoring of council services in accordance with councillor intentions. The Annual Delivery Plan, aligned to the Council Plan, sets out the key activity and outcomes that will enable the council to make progress towards achieving its ambitions. Effectively, the Annual Delivery Plan articulates how the council will implement the strategic priorities and objectives set out in the Council Plan 2025-2029 and forms the basis upon which progress will be monitored.
5. The Council Plan and Annual Delivery Plan reflect the financial landscape of the council and sit alongside the Medium Term Financial Plan (MTFP). To ensure it is a credible strategic framework, the Council Plan can be aspirational and ambitious but also has to be affordable and appropriately budgeted for.
6. The Council Plan targets resources towards the priorities identified in the plan, and the Annual Delivery Plan aligns activity and projects undertaken by the council to directly contribute to delivery of the plan. The Annual Delivery Plan acts as a key component of the 'golden thread' linking the Council Plan to service delivery.

Annual Delivery Plan

7. Following adoption of the Council Plan 2025-2029, each year the council will develop an Annual Delivery Plan setting out a range of activity and outcomes to support delivery of the priorities and objectives outlined in the Council Plan. Following its adoption, the proposed period the Annual Delivery Plan will cover spans from July to June in a municipal year.
8. The key activities and outcomes included in the Annual Delivery Plan 2025-2026 were selected following a rigorous prioritisation process to ensure that the activity and outcomes which will contribute the most to achieving the council's ambitions are progressed. The Annual Delivery Plan is not an exhaustive list containing all of the council's work, rather it is a summary of key activity and outcomes which are helping to progress the ambition articulated in the Council Plan.
9. Linked to the activity and outcomes within the Annual Delivery Plan, a series of measures have been developed to measure progress. Extensive engagement has been undertaken across the organisation to understand the data it holds and how it could be used to show progress, which will help ensure existing data is utilised wherever possible.

10. Effective performance management is a crucial part of the Council Plan and associated Annual Delivery Plan, as it enables the council and residents to monitor our progress and see whether we are achieving what we have set out to achieve. A new reporting dashboard is in development, which is intended to be as automated as possible, decreasing the amount of data that needs to be entered manually. This will help reduce the administrative burden on teams, enabling them to focus on service delivery. Incremental improvements will be made to the new dashboard over time.
11. The new dashboard will make reporting more accessible and timelier to councillors, members of the public, and other interested stakeholders. The formal performance reporting arrangements will include an annual performance report to Cabinet and Scrutiny Committee, alongside opportunities to monitor progress of the plan every quarter.
12. The Council Plan 2025-2029 is primarily supported by digital marketing material given the depth, level and success of the digital engagement campaign. This also enables the Council Plan to remain more agile, as digital marketing material can be amended to reflect 'real-time' changes, alongside supporting the council's climate commitments.
13. In line with the communications and marketing approach for the Council Plan, the Annual Delivery Plan will be published on the council's website to ensure it is publicly accessible.
14. As with all council policies, hard copy prints and other formats can also be made available on request.

Financial Implications

15. There are no immediate financial implications associated with this report. The Council Plan 2025-2029 and therefore this, and future, Annual Delivery Plans will sit alongside the Medium Term Financial Plan (MTFP).
16. Following adoption of the Council Plan 2025-2029, where necessary resources and budget are being redirected towards the priorities and objectives within it. The Annual Delivery Plan sets out the key activities and outcomes that will enable the council to make progress towards achieving its priorities and objectives as articulated in the Council Plan 2025-2029. All future budget proposals will be subject to the usual financial, democratic and scrutiny processes.

Legal Implications

17. There are no anticipated legal implications arising from this report. Where any legal implications arise in respect of individual projects or delivery of services while implementing the Council Plan 2025-2029, these will be considered on a case-by-case basis.

Climate and ecological impact implications

18. The Annual Delivery Plan supports the Council Plan that sets the strategic vision and direction for the delivery of projects and initiatives to address climate and ecological issues and achieve better outcomes, including through the Nature and Climate Action Plan.

19. As agreed with the climate team, the use of the Climate Impact Assessment Tool is not appropriate for the high-level strategy set out in this report. The climate and ecological impacts of each project and activity are and will be assessed using the Climate Impact Assessment Tool as they come forward.

Equalities implications

20. The Annual Delivery Plan sets out the key activity and outcomes that will enable the council to achieve its ambitions as set out in the Council Plan 2025-2029. An [Equality Impact Assessment](#) has previously been completed for the Council Plan 2025-2029 which concluded that the Council Plan will have a positive impact upon all groups in the district with protected characteristics. By including inclusivity and equitability among its priorities and objectives, the council will seek to proactively ensure that all members of our community, including groups with protected characteristics, rural communities, and areas of deprivation, have access to services and opportunities.

Risks

21. The Council Plan 2025-2029 is a strategic framework underpinned by a series of programmes of work and projects. The Annual Delivery Plan sets out the key activities and outcomes that will enable the council to make progress against the priorities and objectives articulated in the Council Plan. As the underpinning work progresses, risks will be detailed in individual project risk registers or captured in the corporate risk register and be subject to the usual democratic and scrutiny processes.
22. It is acknowledged that any identified wider factors, such as local government reorganisation and local government funding reform, may impact on the implementation of the Council Plan 2025-2029 and the ability to progress the key activity and outcomes set out in the Annual Delivery Plan. Where these risks relate to the whole council, they will be captured in the corporate risk register and will be subject to the usual democratic and scrutiny processes.

Other Implications

23. There are no other implications arising from this report.

Conclusion

24. The Council Plan 2025-2029 establishes a vision, priorities, and objectives for the council. The Annual Delivery Plan sets out the key activities and outcomes that will enable the council to make progress towards achieving its ambitions.
25. It is recommended that Cabinet approves the Annual Delivery Plan for 2025-2026, which is underpinned by the Council Plan 2025-2029.

Background Papers

- Appendix 1 – Annual Delivery Plan 2025-2026

Vale of White Horse

Action on climate change and nature recovery



Where we want to be: The Vale will be a leader in climate action and nature recovery. By 2029, the council will have made significant progress towards achieving its ambitious target of becoming net zero in its operations by 2030. The district will be on track to becoming net zero by 2045. Our natural habitats will be interconnected and thriving, helping to provide safe havens for wildlife and enhancing the district's biodiversity. We will have resilient communities that are well-prepared for the impacts of climate change.

How we will do it:

Direct action











Working in partnership



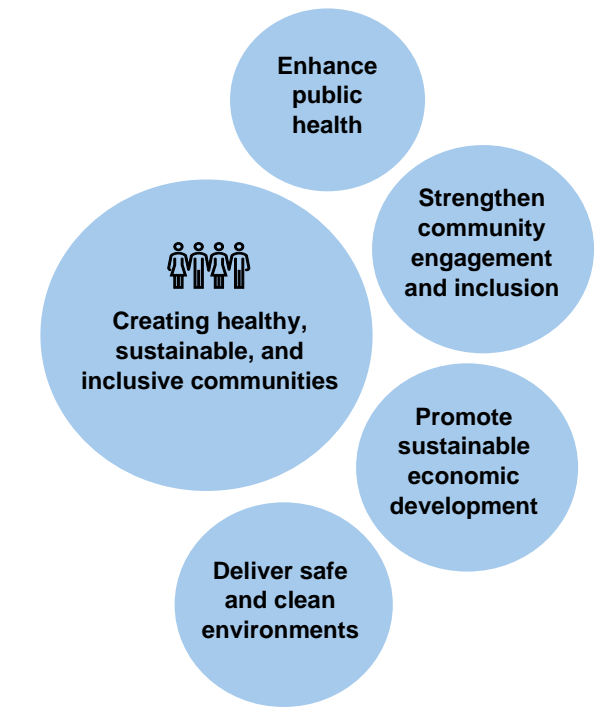
Exerting influence



Strategic priority: Action on climate change and nature recovery					
Strategic objectives: Deliver action on climate change, enhance nature recovery, promote sustainable practices, promote green infrastructure, collaborative environmental initiatives					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Expand and scale-up decarbonisation activity to achieve net zero for the district by 2045	Council-owned homes decarbonisation programme Nature and Climate Action Plan (NCAP) delivery		<ul style="list-style-type: none"> Percentage of council-owned homes with an EPC rating of C or above Number of council-owned homes with renewable energy systems 	100% by Q4 2026/27 / RAG & trajectory 9 homes by Q1 2027/28 & RAG	Annual Annual
	Vale of White Horse Net Zero programme Nature and Climate Action Plan (NCAP) delivery Proactively engage with and support businesses to decarbonise their own operations and influence others in the community		<ul style="list-style-type: none"> Progress towards net zero carbon district by 2045 (Vale of White Horse) 	RAG, trajectory & narrative	Annual
	Remove fossil fuels from council-operated leisure centres as part of our decarbonisation plans		<ul style="list-style-type: none"> Number of council-operated leisure facilities that have undergone decarbonisation 	2 by 2027/28 (retrospective)	Quarterly
Reduce operational greenhouse gas emissions	Vale of White Horse Net Zero Programme Nature and Climate Action Plan (NCAP) delivery		<ul style="list-style-type: none"> Reduction in gross operational greenhouse gas (GHG) emissions Number and percentage of council fleet vehicles that are zero emission 	X% / RAG & (downward) trajectory (2030 target) X number & X% (increase)	Annual Annual
Support communities to alleviate and adapt to extreme weather events	Nature and Climate Action Plan (NCAP) delivery Sunningwell Flood Alleviation Scheme Technical Services delivery		<ul style="list-style-type: none"> Narrative and number of flood and drainage alleviation schemes facilitated and/or implemented Summary of other activities to reduce risk of flooding Narrative and number of locations where expert advice and support provided on flood alleviation 	1 & narrative N/A (narrative only) X number, location & narrative (retrospective)	Annual Annual Annual
	Emergency response work programme		<ul style="list-style-type: none"> Advise communities on emergency response plans 	X number of emergency response plans & narrative (retrospective)	Annual
	Nature and Climate Action Plan (NCAP) delivery Following publication of Oxfordshire Climate Adaptation Route Map and Action Plan, develop district level adaptation actions for the council		<ul style="list-style-type: none"> Develop district level action plan and incorporate actions into annual review of Nature and Climate Action Plan 	Yes/No (by Q4 2025/26) & narrative	Annual






	and integrate into annual review of the Nature and Climate Action Plan				
Enhance biodiversity	Fulfilment of statutory Biodiversity Net Gain obligations		<ul style="list-style-type: none"> Biodiversity Net Gain reporting (including mean BNG from permitted major and minor developments) 	10% uplift in Area Units & narrative	Annual
	Nature and Climate Action Plan (NCAP) delivery Promote the development of Habitat Banks in appropriate locations in the Vale of White Horse as a key mechanism to drive nature recovery		<ul style="list-style-type: none"> Number of habitat banks approved through Section 106 agreements Number of biodiversity units secured through council agreed habitat banks located in Vale of White Horse 	1 per year & narrative 50 Area Habitat Units per year	Annual Annual
	Nature and Climate Action Plan (NCAP) delivery Seek opportunities to increase support for and the profile of the Local Wildlife Sites Project as a key mechanism to help deliver Nature Recovery		<ul style="list-style-type: none"> Number of local wildlife sites surveyed Number of local wildlife sites where management advice is provided 	7 5 & narrative	Annual Annual
	Nature and Climate Action Plan (NCAP) delivery Undertake biodiversity audit of corporate land and develop proposals to put nature recovery at the heart of our grounds maintenance operations		<ul style="list-style-type: none"> Percentage of council-owned land managed for nature recovery 	X% (retrospective) & trajectory (increase)	Annual
Collaborate to achieve our climate and ecological goals	Progress towards adoption of an Oxfordshire Local Nature Recovery Strategy and identifying actions for the council to deliver following adoption of the Strategy		<ul style="list-style-type: none"> Oxfordshire Local Nature Recovery Strategy adopted 	RAG & trajectory (October 2025)	Annual
	Waste Resources and Street Cleansing Strategy and Action Plan		<ul style="list-style-type: none"> Amount of residual waste per household (kgs per household) Percentage of household waste sent for reuse, recycling or composting 	X kgs per household (decrease)- target of 330kgs per household for 2026/27 X% (increase) – ongoing target of 60%	Annual Annual
Increase and enhance green infrastructure	Great Western Park (Western Valley, East and West Hagbourne) land transfers of public open and urban spaces		<ul style="list-style-type: none"> Great Western Park (Western Valley, East and West Hagbourne) land transfers of public open and urban spaces 	X% of land transfers completed (retrospective) & trajectory	Six-monthly
	Nature recovery on council-owned land		<ul style="list-style-type: none"> Managing meadows on council land 	Trend of the number of meadows (increase) Square meterage (increase)	Annual Annual











Action on Creating Healthy, Sustainable, and Inclusive Communities












Where we want to be: Residents will be able to live healthy lives, supported by inclusive and accessible facilities and green spaces. We will embrace our differences so that our communities will be places where people of all ages, abilities, and backgrounds can live, work, and play together and foster resilience to challenges and unforeseen events. People will feel a real sense of belonging to where they live and will be empowered to get involved/contribute to their local area. We will work with diverse groups to address existing inequalities and disparities, including around health, education, and employment, to ensure services are inclusive and equitable.



Strategic priority: Creating healthy, sustainable, and inclusive communities					
Strategic objectives: Enhance public health, strengthen community engagement and inclusion, promote sustainable economic development, deliver safe and clean environments					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Work in partnership to enhance health and wellbeing in our communities	Fulfilment of statutory safeguarding duty		<ul style="list-style-type: none">Total number of safeguarding referralsNumber of safeguarding referrals that met the threshold for action	X number & narrative (retrospective) X number/X% & narrative (retrospective)	Quarterly Quarterly
	Anti-social behaviour service delivery		<ul style="list-style-type: none">Number and type of anti-social behaviour (ASB) incidents reported to Community Safety Partnership membersNumber of anti-social behaviour (ASB) Community Trigger applications madeNumber of anti-social behaviour (ASB) Community Trigger applications which met threshold	X number & narrative (retrospective)	Quarterly
				X number & narrative (retrospective)	Quarterly
				X% & narrative (retrospective)	Quarterly
	Domestic Abuse Sanctuary Scheme		<ul style="list-style-type: none">Number of referrals to South and Vale Domestic Abuse Sanctuary Scheme	X number & narrative (retrospective)	Quarterly
	You Move Move Together		<ul style="list-style-type: none">Number of people (You Move) and families (Move Together) participating in the council's physical activities programmes/eventsOutcomes of the council's physical activities programmes/events (You Move & Move Together)	X number (increase)	Quarterly
				N/A (narrative only)	Quarterly
	Community Lottery Scheme		<ul style="list-style-type: none">Number of Community lottery tickets sold, and annual estimated income generatedAnnual narrative on community lottery causes and awards	X number & £X (retrospective)	Annual
				N/A (narrative only)	Annual

	Work in partnership with the creative sector to develop and adopt a Culture, Heritage and Creative Industries Strategy for South and Vale		• Culture, Heritage and Creative Industries Strategy adopted	Yes/No (Summer 2026)	Annual
	S106 public art funding		• Drawdown of S106 monies to fund public art both directly and in partnership with external organisations	£X S106 monies drawn down and X number of projects funded (retrospective)	Annual
	Health Inequalities Action Plan – Healthy Didcot (Didcot Garden Town)		• Health Inequalities Action Plan reporting – Healthy Didcot (Didcot Garden Town) – South and Vale joint reporting	N/A – narrative only (retrospective)	Six-monthly
	Health Inequalities Action Plan – Abingdon Caldecott		• Health Inequalities Action Plan reporting – Abingdon Caldecott	N/A – narrative only (retrospective)	Six-monthly
	Work in partnership with strategic health partners		• Attendance at strategic health meetings	X number & narrative (retrospective)	Annual
	Leisure projects as detailed within the Capital Investment Programme		• Number of leisure centre improvement projects underway • Number of leisure centre improvement projects completed	5 or more X number & narrative (retrospective) as projects complete	Annual Annual
Promote equalities, diversity, and inclusion within our communities	Equalities Road Show		• Public participation in equalities road show events: ○ Number of events held ○ Number of attendees ○ Feedback following the event ○ Narrative feedback	1 or more events, then report retrospectively on: X number X number X number (smiley-face balls) N/A (narrative only)	Annual
Support residents via the Community Hub	Community Hub provision		• Number of residents accessing community hub services	X number of emails and phone calls into the service (retrospective), plus a breakdown of the total into categories (ARAP, Cost of Living, Food, Ukraine, Other)	Monthly
Promote a thriving and sustainable local economy	Economic Development Service delivery		• Number of Community Employment Plans being supported by Economic Development • Social and economic value delivered through Community Employment Plans • Report on the progress of Enterprise Zones, including significant developments, new sites, numbers of jobs reported, job levels, business rates retained, and projects funded	N/A – narrative and retrospective reporting on number supported £X for social value (retrospective) & £X for economic impact (retrospective) N/A (narrative only)	Annual Annual Annual
	Business support and engagement		• Business engagement activities (joint for South and Vale): ○ Number of South and Vale Business Support Newsletter subscribers ○ South and Vale Business Support Newsletter open rate ○ Number of visitors to ScienceVale.com ○ Number of visitors to SouthernOxfordshire.com ○ Number of Visit Southern Oxfordshire Newsletter subscribers • Delivery of direct business support: ○ Planning enquiry supported ○ Businesses supported to improve sustainability	X number (increase) 33% (generally accepted industry standard for public sector newsletter open rate) 100 visits per month 1000 visits per month 500 subscribers in year (total) 10 businesses per year 15 businesses per year 15 businesses per year	Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly

			<ul style="list-style-type: none"> Businesses supported to engage in inclusive economy initiatives Businesses supported to access finance Businesses supported to engage with wider council services Businesses signposted to external support Organisations engaging with Visitor Economy Support 	20 businesses per year 10 businesses per year 15 businesses per year 25 organisations per year	Quarterly Quarterly Quarterly Quarterly
	UK Shared Prosperity Fund 2025-26 delivery Rural England Prosperity Fund 2025-26 delivery		<ul style="list-style-type: none"> Delivering the UK Shared Prosperity Fund and Rural England Prosperity Fund 2025-26 	100% of funds committed ahead of the year-end deadline (31 March 2026) – reporting will confirm the amount of funding committed (£), RAG/trajectory and narrative update Funding allocation: UKSPF - £327,146 REPF - £158,381	Annual
Take action to improve the safety and cleanliness of the local environment	CCTV Hub Project		<ul style="list-style-type: none"> Completion of CCTV Hub project 	RAG & trajectory	Annual
	Great Haseley Trading Estate Vehicle Depot Project		<ul style="list-style-type: none"> Great Haseley Trading Estate Vehicle Depot Project progress (joint South and Vale project) 	RAG, trajectory & narrative update – target completion Summer 2026	Quarterly
	Implementation of the council's Joint Air Quality Action Plan 2023-2028		<ul style="list-style-type: none"> Number of Air Quality Management Areas (AQMAs) in the district 	X number (decrease) – target of 1 for 2026/27	Annual
	Waste Resources and Street Cleansing Strategy Action Plan		<ul style="list-style-type: none"> Envirocrime data: <ul style="list-style-type: none"> Number of fly tips Percentage of fly tips with formal investigation Number of abandoned vehicles Percentage of abandoned vehicles with formal investigation 	X number (decrease) – ongoing target of 130 X% (increase) – ongoing target of 95% X number (decrease) – ongoing target of 110 X% (increase) – ongoing target of 95%	Quarterly Quarterly Quarterly Quarterly
	Food hygiene inspections		<ul style="list-style-type: none"> Food hygiene inspections: <ul style="list-style-type: none"> Percentage of food businesses with a hygiene rating of 3 or above Percentage of annual food hygiene inspections completed 	X% (increase) – ongoing target of 97% X% (increase) – ongoing target of 98%	Quarterly Quarterly
	Nature and Climate Action Plan (NCAP) delivery Ock Catchment Partnership Letcombe Brook Project		<ul style="list-style-type: none"> Number of projects to promote and enhance water quality including driving the improvements in the ecological health of our rivers 	2 & narrative	Annual
Promote community engagement	Delivery of council consultations		<ul style="list-style-type: none"> Number of 'you said, we did' articles published on the council's 'Join the Conversation' platform Number of consultation reports included in decision-making reports (e.g. Cabinet reports, Individual Cabinet Member Decisions) – demonstrating feedback is included when decisions are made Responses to council consultations - diversity/representation data and any narrative around engaging specific marginalised groups 	X number (retrospective) X number (retrospective) N/A (narrative only)	Quarterly Quarterly Annual
	Deliver Communications and Engagement Strategy		<ul style="list-style-type: none"> Embrace the opportunities that social and digital media channels/platforms bring – publicising the 'you said, we did' articles on the council's 'Join the Conversation' platform, publicising when 	X number of social posts (target of 5 social posts per quarter on 'you said, we did') 100% public accessibility to committee meetings	Quarterly Quarterly

			decisions are made based on public feedback, and promoting participation in committee meetings ahead of time		
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Action on providing the homes and infrastructure people need



Where We Want to Be: We aim to have a diverse and appropriate supply of affordable housing options that cater to all segments of the population. New developments will be well-planned, adhere to high environmental and design standards and will either provide or enhance necessary infrastructure. In addition, through partnership working and exerting our influence, we will have solved many of the challenges facing residents in relation to essential services by addressing the existing infrastructure deficits in our communities.

How we will do it:

Direct action















Working in partnership



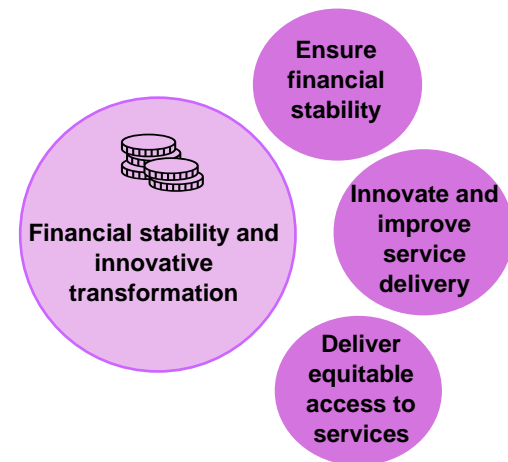
Exerting influence



Strategic priority: Providing the homes and infrastructure people need					
Strategic objectives: Enable community involvement in planning, support infrastructure integration, deliver effective planning and high-quality development, increase affordable housing supply					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Increase delivery and acquisition of affordable housing	Develop and implement a Housing Delivery Strategy Action Plan		<ul style="list-style-type: none"> Housing Delivery Strategy Action Plan on track for completion Number of accommodation units directly provided by the council as a housing landlord Number of new and affordable housing units delivered by Registered Providers (RPs) across the district Report on the work of Community Land Trusts in operation in the district and the work being done to support them 	RAG X number (increase) – target of 80 (including LAHF3) for 2026/27 & narrative X number (increase) – target of 440 for 2025/26 N/A (narrative only)	Annual Quarterly Quarterly Quarterly
	Garden Towns/Villages Delivery Plan implementation		<ul style="list-style-type: none"> Number and trajectory of total homes delivered – Didcot Garden Town (South and Vale joint reporting) Number and trajectory of total homes delivered – Dalton Barracks Garden Village 	15,500 by 2031 4,000 by 2031	Annual Annual
Prevent and tackle homelessness	Homelessness and Rough Sleeping Strategy delivery		<ul style="list-style-type: none"> Homelessness prevention rate/ percentage of potential homelessness cases successfully prevented Housing register numbers – households in housing need Number of rough sleepers Percentage of nominations to social housing within two days 	X% (aiming for 80%) X number (retrospective) X number (retrospective) X% (aiming for 80%) - joint South and Vale target	Quarterly Quarterly Quarterly Quarterly
	Refugee Accommodation Programme		<ul style="list-style-type: none"> Number of Ukraine and Afghan refugee families homed since March 2022 	X number (retrospective)	Quarterly
	Housing Purchases Programme Housing Allocations Policy delivery		<ul style="list-style-type: none"> Number of households in Emergency Temporary Accommodation 	X number (decrease) – ongoing target of 8	Quarterly

			<ul style="list-style-type: none"> Average length of stay in Emergency (hotel/B&Bs) Temporary Accommodation 	X days (aiming for 42 days)	Quarterly
Deliver integrated infrastructure that meets local need	Planning Developer Contributions Administration		<ul style="list-style-type: none"> Amount of S106 housing funding received Amount of CIL funding received for use by the district council and approved for spend, and details of council projects delivered Amount of CIL paid to town and parish councils 	£X & narrative (retrospective) £X & narrative (retrospective) £X & narrative (retrospective)	Six-monthly Annual Six-monthly
	Nature and Climate Action Plan (NCAP) delivery Local Electric Vehicle Infrastructure (LEVI) programme		<ul style="list-style-type: none"> Number of EV public chargers installed on council owned land and their locations Usage percentages for chargers operated on behalf of the council 	X number (increase) X% (increase)	Annual Annual
	Support the Integrated Care Board (ICB) with delivery of Great Western Park (Didcot) Health Centre		<ul style="list-style-type: none"> Great Western Park Health Centre commenced and completed 	RAG/trajectory & narrative (commencement in 2025/26, completion in 2026/27)	Quarterly
	Garden Towns/Villages Delivery Plan implementation		<ul style="list-style-type: none"> Infrastructure projects proposed, planned, underway, or delivered – Didcot Garden Town (South and Vale joint reporting) 	N/A (narrative only)	Annual
			<ul style="list-style-type: none"> Infrastructure projects proposed, planned, underway, or delivered – Dalton Barracks Garden Village 	N/A (narrative only)	Annual
Increase public and community engagement in planning	Planning Service Plan Delivery		<ul style="list-style-type: none"> Increase email alert sign-ups - planning applications 	116 (10% above the last three-year average of sign-ups)	Annual
	Neighbourhood Planning		<ul style="list-style-type: none"> Number of successful Neighbourhood Plan proposals made (adopted). 	X number made (retrospective) Increase in % of total number of parishes covered by Neighbourhood Plans	Annual
			<ul style="list-style-type: none"> Narrative provided on how Neighbourhood Plans have contributed to enhancing the councils' strategic objectives, reporting on the success that has been achieved e.g. protecting green spaces 	N/A (narrative only)	Annual
Ensure effective planning policies	Joint Local Plan Development		<ul style="list-style-type: none"> Joint Local Plan examined and adopted 	Yes/No (by March 2026) / RAG & trajectory	Annual

Action on Financial Stability and Innovative Transformation



Where we want to be: While continuing to advocate for local government to be placed on a sustainable financial footing, we aim to be a model of financial stability and prudence. The council will also continue to provide value-for-money to residents. Through continued innovation, the services that we provide will remain modern, accessible, and user-friendly. Furthermore, a culture of continuous improvement will have become embedded within the council.

How we will do it:

Direct action





Working in partnership



Exerting influence



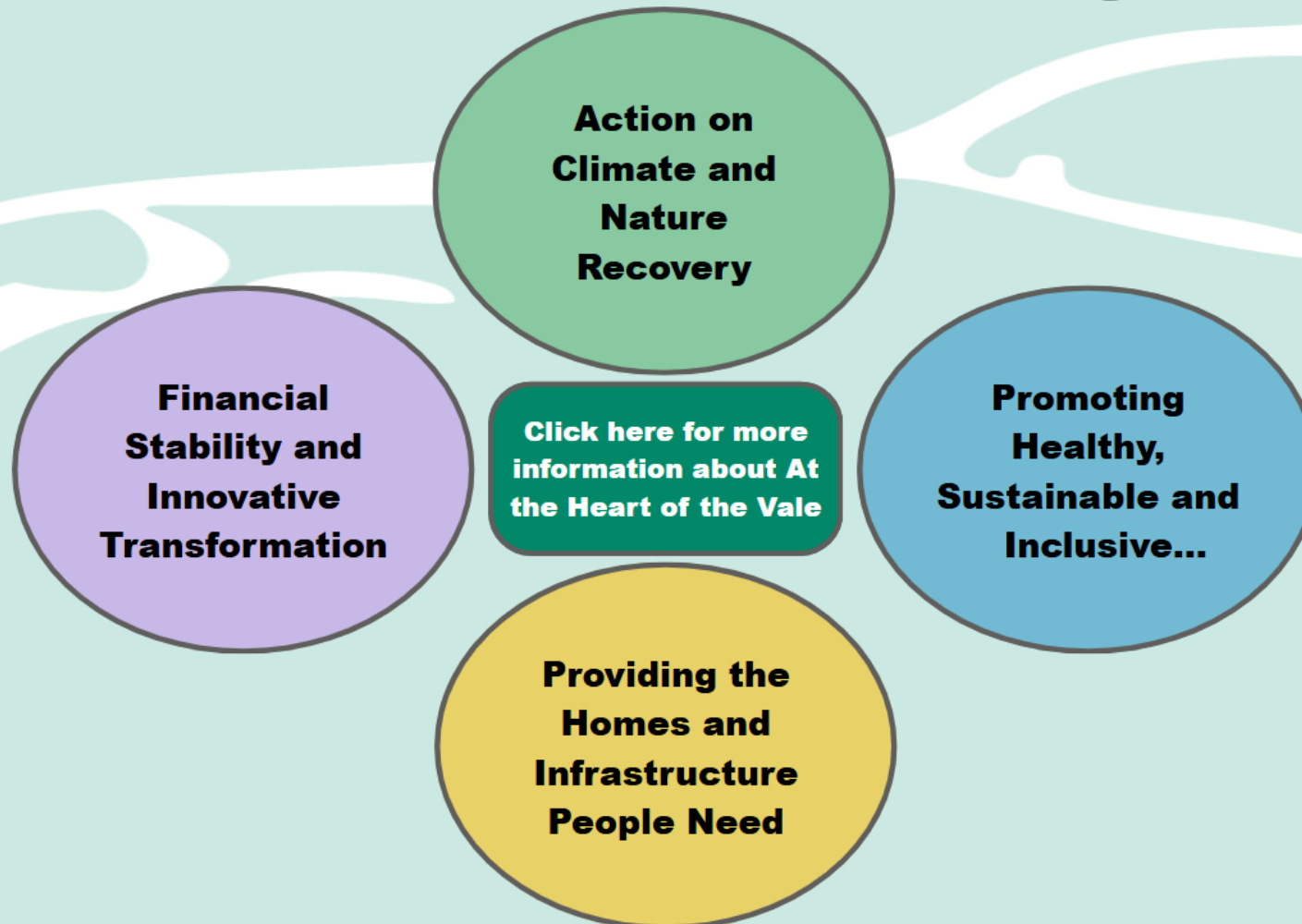
Strategic priority: Financial stability and innovative transformation					
Strategic objectives: Ensure financial stability, innovate and improve service delivery, deliver equitable access to services					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Maximise external funding opportunities to support our services and deliver great outcomes	External funding bid development and delivery		<ul style="list-style-type: none"> Value of external funding secured (cumulative total) Success rate for external funding bids Benefits of successful funding bids 	£X (retrospective) – increase 75% N/A (narrative only)	Six-monthly Six-monthly Six-monthly
Deliver robust financial reporting and forecasting	Budget setting and budget monitoring		<ul style="list-style-type: none"> Overall forecast/outturn against budget (current year) 	£X/RAG, trajectory & narrative (retrospective)	Quarterly
Exercise strong stewardship of all council assets	Treasury Management activity		<ul style="list-style-type: none"> Compliance with Treasury Management Code of Practice 	Narrative with some figures (retrospective)	Annual
	Asset Management		<ul style="list-style-type: none"> Develop Asset Management Plan 	Yes/No & narrative	Annual
Deliver strategic and operational change projects to drive transformation	Local Government Reorganisation		<ul style="list-style-type: none"> Two unitary authority proposal delivered on time 	Yes/No (November 2025) & narrative	Annual
Ensure all residents receive great customer service	Corporate Complaints Policy and Procedure Delivery		<ul style="list-style-type: none"> Number of upheld/not upheld complaints (stage 1/stage 2/referred to LGSCO) 	X number (retrospective) & narrative	Monthly
	Customer Service Centre Service Level Agreement		<ul style="list-style-type: none"> Adhere to Customer service centre (CSC) service level agreements (figures provided for the CSC only, not applicable to contractor responses) Response times on CRM 	80% Calls answered in 20 seconds & narrative 100% response time within 10 working days & narrative	Monthly Monthly
	Customer Services Digital Offer		<ul style="list-style-type: none"> Sign-ups to customer services 'My Account' (where residents can self-serve etc) 	X number (increase) & narrative	Monthly
	Council Tax and Benefits Digital Offer		<ul style="list-style-type: none"> Sign-ups to Council Tax and Benefits online portal 	X number (increase)	Monthly

Ensure all residents have equitable and inclusive access to council services	Completion of Equalities Impact Screenings/Assessments		<ul style="list-style-type: none"> Equality Impact Screening/Assessment (EqIA) undertaken for all new formal decision-making processes¹; public-facing policies, strategies, and consultations; and projects delivering community benefit 	100% & narrative	Quarterly
	Enable the Culture Forum		<ul style="list-style-type: none"> Enable delivery of the Culture Forum 	N/A (narrative only) – target of 3 Culture Forums per year	Annual

¹ Formal decision-making processes for the purposes of this measure are defined as the following reports: S106, Delegated Authority, Individual Cabinet Member Decision, Cabinet, SMT

Vale of White Horse District Council Performance Dashboard

At the Heart of the Vale 2025-29 Strategic Priorities



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Providing the Homes and Infrastructure People Need

Click below for more information on the delivery of homes and infrastructure in Vale of White Horse.

**Increasing Delivery &
Acquisition of Affordable
Housing**

**Preventing & Tackling
Homelessness**

**Delivering Integrated
Infrastructure that Meets
Local Need**

**Increasing Public &
Community Engagement in
Planning**

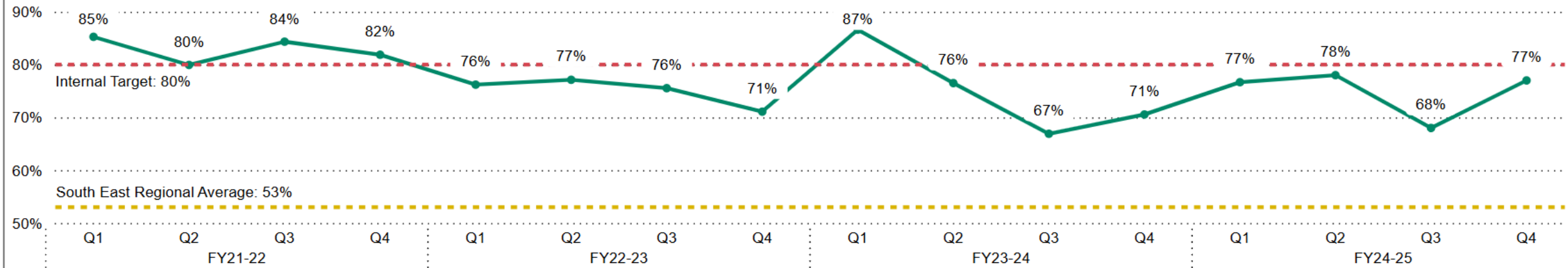
**Ensuring Effective Planning
Policies**

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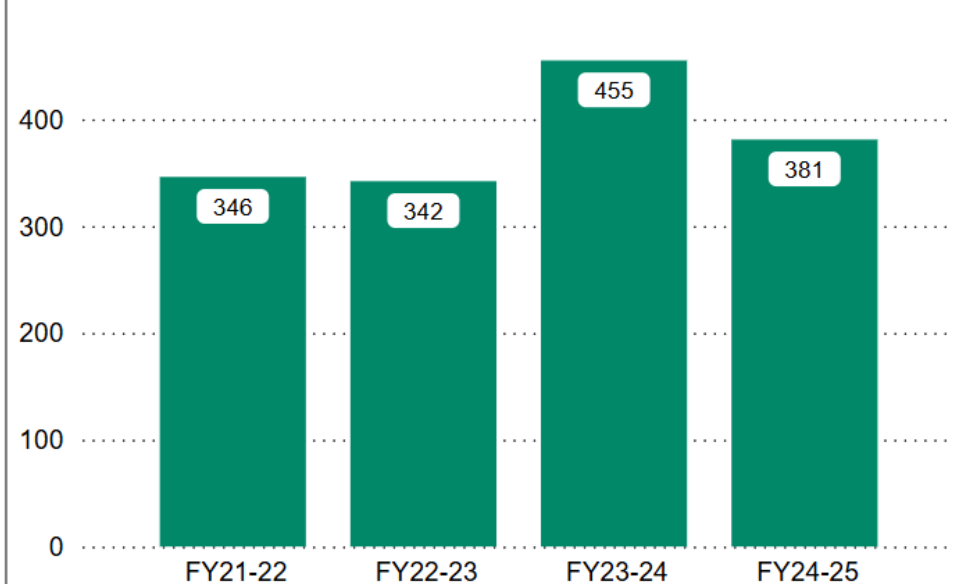
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Preventing & Tackling Homelessness

Rate of Successful Homelessness Prevention



Number of Homelessness Prevention Cases Opened

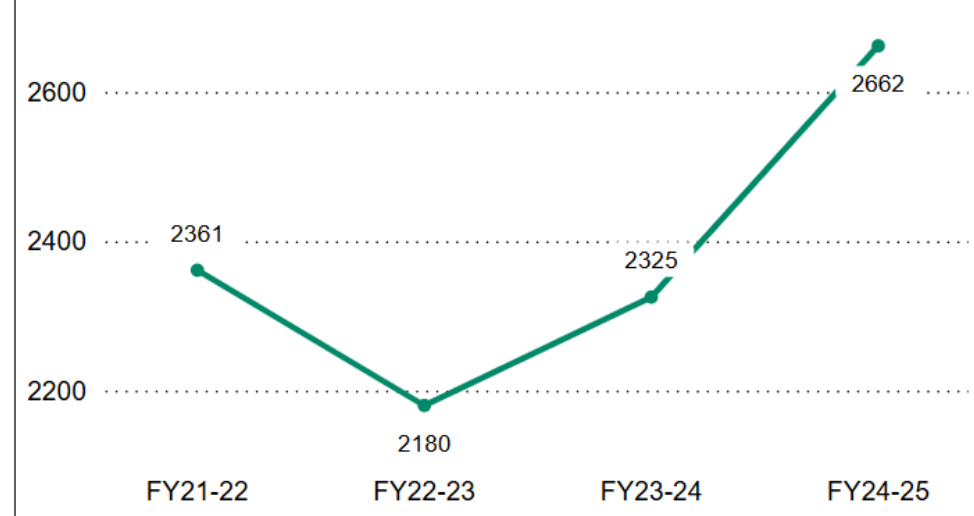


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- ☒ FY23-24
- ☒ FY24-25

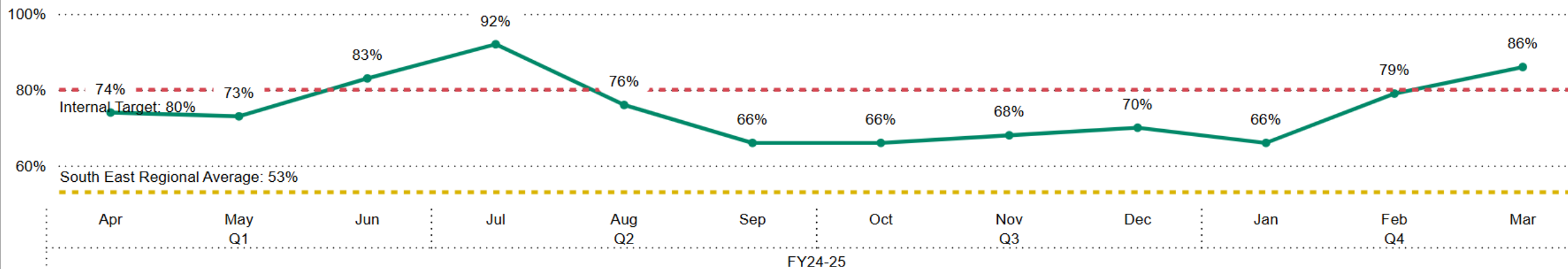
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Average Number of Households on the Housing Register

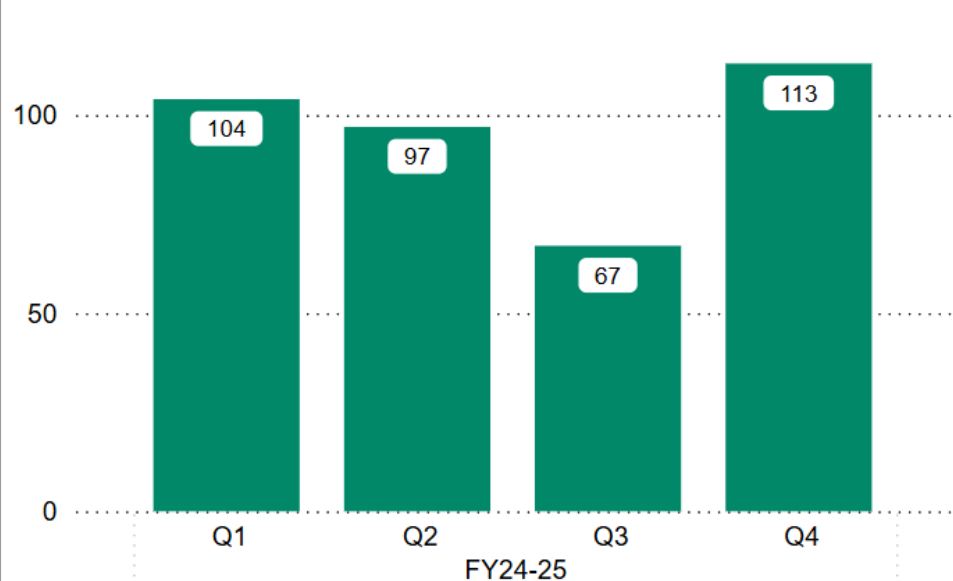


Preventing & Tackling Homelessness

Rate of Successful Homelessness Prevention



Number of Homelessness Prevention Cases Opened

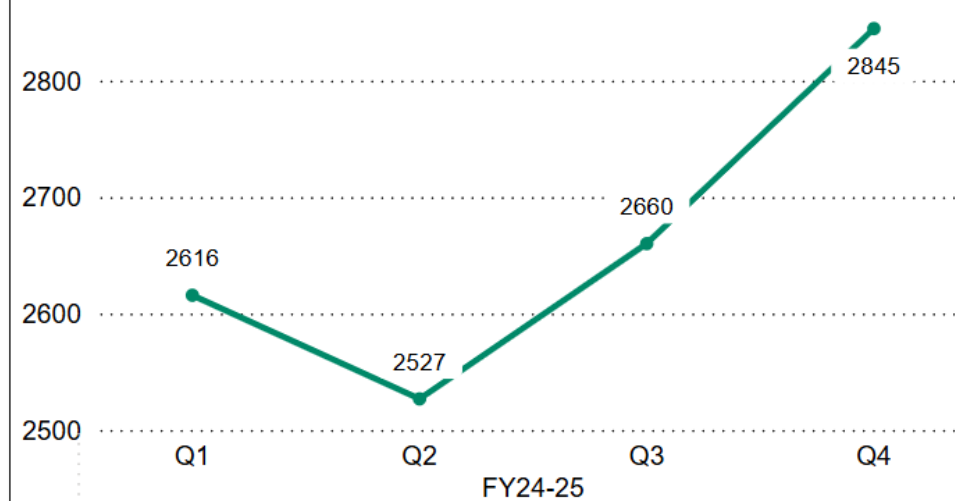


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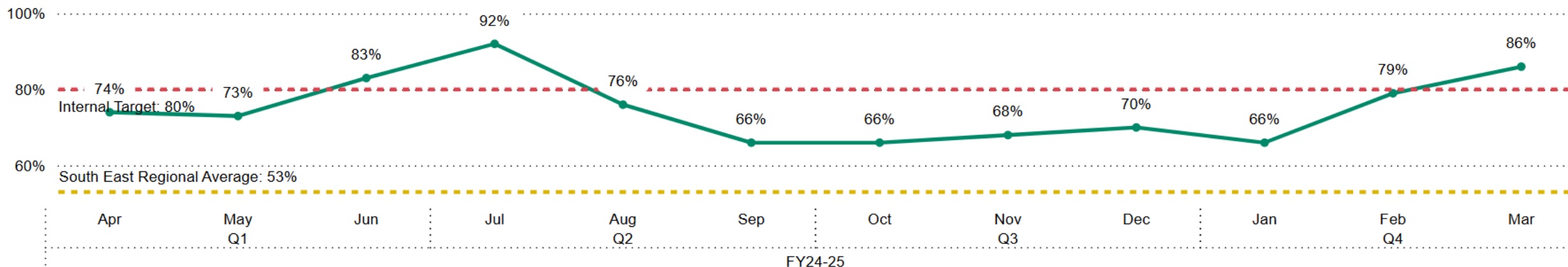
Average Number of Households on the Housing Register



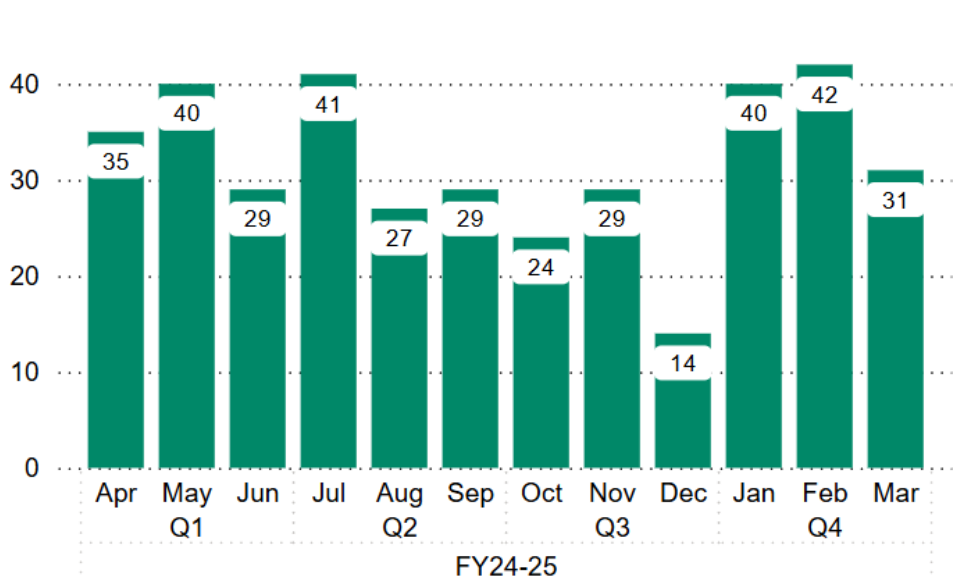
i The fewer households on the housing register the better.

Preventing & Tackling Homelessness

Rate of Successful Homelessness Prevention



Number of Homelessness Prevention Cases Opened

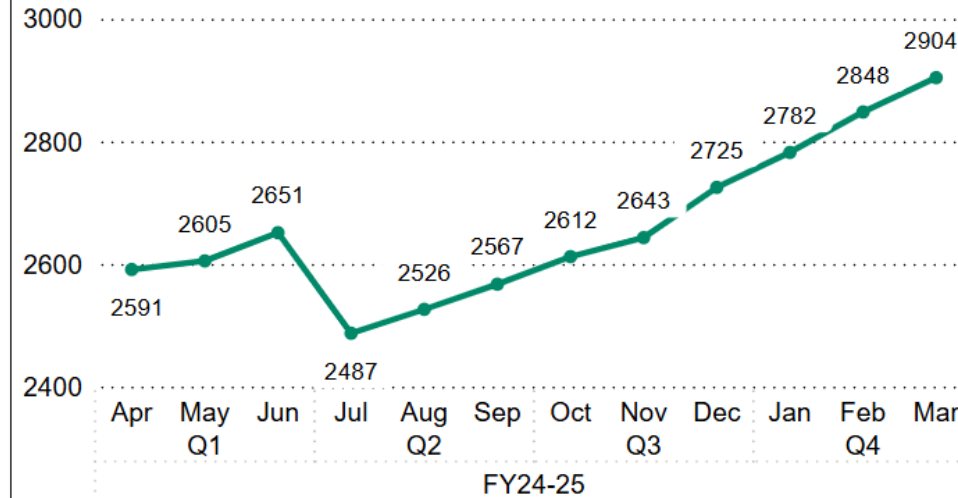


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- ☒ FY24-25

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Average Number of Households on the Housing Register



i The fewer households on the housing register the better.

Scrutiny work programme

19 May 2025



MEETING	AGENDA ITEM	PURPOSE	CABINET MEMBER	CONTACT OFFICER
Scrutiny Committee 30 Jun 2025	Annual Delivery Plan	To review the annual delivery plan	Councillor Andy Foulsham	Tim Oruye tim.oruye@southandvale.gov.uk
Scrutiny Committee 3 Nov 2025	Planning enforcement update	A report on performance, outstanding cases and improvements, with any feedback to be given to the Cabinet member for planning.	Councillor Emily Smith	Emily Hamerton emily.hamerton@southandvale.gov.uk
Items for future meetings (dates to be determined)				
Scrutiny Committee – dates to be confirmed	Local Government Reorganisation at regional level	This shall cover the work to respond to government directions on reorganisation at a regional level, advising as to responses to applications at County level impacting tier 2 authorities including South and Vale, to prepare for a shadow authority and for transfer of responsibilities to that authority as well as for actions relating to the strategic authority.	Councillor Bethia Thomas	Mark Stone mark.stone@southandvale.gov.uk

MEETING	AGENDA ITEM	PURPOSE	CABINET MEMBER	CONTACT OFFICER
Scrutiny Committee	Decarbonisation projects - lessons learned report	Following a 03/24 Scrutiny waiver request, to consider improvements to internal processes for grant management	Councillor Andy Crawford	Andrew Busby andrew.busby@southandvale.gov.uk
Scrutiny Committee	Housing Delivery Strategy		Councillor Andy Crawford	
Scrutiny Committee	Grounds maintenance depot	To receive a written update	Councillor Andy Crawford	Andrew Busby andrew.busby@southandvale.gov.uk
Scrutiny Committee	Council-owned Housing Provision	To consider Cabinet's forward strategy for the Council to expand its role as a housing owner and provider.	Councillor Andy Crawford	Suzanne Malcolm suzanne.malcolm@southandvale.gov.uk
Scrutiny Committee	Community assets	To be scoped		
Scrutiny Committee	Financial Out-Turn - service charges	To seek information regarding the actions to address the variance identified in relation to service charges	Councillor Mark Coleman	Simon Hewings simon.hewings@southandvale.gov.uk

MEETING	AGENDA ITEM	PURPOSE	CABINET MEMBER	CONTACT OFFICER
Scrutiny Committee	Integrated Care Board partnerships	Placeholder item		
Scrutiny Committee	Financial Relationships with Tenants	To seek information regarding extent of backdated requests for payments from community tenants in council-owned property, and actions to address errors.	Councillor Mark Coleman / Andy Crawford	Anna Winship anna.winship@southandvale.gov.uk
Scrutiny Committee	Council Plan performance report	When quarterly performance management reports are reported to Cabinet, Scrutiny Committee members will be asked to review the report and confirm to the Scrutiny Chair if there are any elements of the report they wish to discuss at the next Scrutiny Committee meeting. The relevant Cabinet lead and contact officer will be notified.	Councillor Andy Foulsham	Tim Oruye tim.oruye@southandvale.gov.uk