Agenda

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Date: 20 May 2021
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Vale of White Horse District Council

A meeting of the

Cabinet

will be held on Friday 28 May 2021 at 10.30 am
This will be held at 135 Eastern Avenue, Milton Park, Milton, OX14 4SB

To watch this virtual meeting, follow this link to the council's YouTube channel.

Cabinet Members:
Councillors

Emily Smith (Chair)	Helen Pighills
Debby Hallett (Vice-Chair)	Judy Roberts
Andy Crawford	Bethia Thomas
Neil Fawcett	Catherine Webber

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Margaret Reed
Head of Legal and Democratic

Agenda

Open to the Public including the Press

1. Apologies for absence

To record apologies for absence.

2. Minutes
(Pages 4 - 18)

To adopt and sign as a correct record the minutes of the Cabinet meeting held on 5

February, 17 March and 9 April 2021.

3. Declarations of interest

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting.

4. Urgent business and chair's announcements

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, and to receive any announcements from the chair.

5. Public participation

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

6. Recommendations and updates from other committees
(Pages 19 - 20)

To consider any recommendations to Cabinet from other committees.

Appended are the recommendations of the Climate Emergency Advisory Committee 19 April 2021.

7. Performance management framework
(Pages 21 - 57)

To consider the report of the head of policy and programmes.

8. Policy on the council publicly supporting social issues and campaigns

To consider the interim head of corporate services' report (to follow).

9. Exclusion of the public, including the press

To consider whether to exclude members of the press and public from the meeting for the following item of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that:
(i)   it involves the likely disclosure of exempt information as defined in paragraphs 1-7 Part 1 of Schedule 12A of the Act, and
(ii)   the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Exempt information under section 100A(4) of the Local Government Act 1972

10.   Minutes
<mark>(Pages 58 - 60)</mark>

To adopt and sign as a correct record the exempt minutes of the Cabinet meeting held on 17 March 2021.

11.   Affordable Housing and Oxfordshire Growth Deal - Heylo Housing
<mark>(Pages 61 - 69)</mark>

To consider the report of the interim head of development and regeneration.

Minutes

of a meeting of the

Cabinet

held on Friday 5 February 2021 at 10.30 am
This was a virtual, online meeting.

Open to the public, including the press

Present:

Members: Councillors Emily Smith (Chair), Debby Hallett (Vice-Chair), Andrew Crawford, Neil Fawcett, Helen Pighills, Judy Roberts, Bethia Thomas and Catherine Webber

Officers: Jayne Bolton, Emily Cockle, Pat Connell, Steve Culliford, Andrew Down, Beth Elkins, Liz Hayden, Mark Hewer, Simon Hewings, Jeremy Lloyd, Suzanne Malcolm, Margaret Reed and Mark Stone

Number of members of the public: 1

Ca.74   Apologies for absence

None

Ca.75   Minutes

RESOLVED: to adopt as correct records the minutes of the Cabinet meetings held on 4 and 18 December 2020 and agree that the chair signs them as such.

Ca.76   Declarations of interest

None

Ca.77   Urgent business and chair's announcements

None

Ca.78   Public participation

Hester Hand addressed Cabinet on the Old Abbey House, Abingdon.

"Question to the Leader or Cabinet member for Finance and Corporate Assets

The public minutes of the Cabinet meeting on 5 December record that "Cabinet agreed to dispose of Old Abbey House and offer it to a bidder, subject to contract".

The public minutes of the 18 December meeting record that this decision was confirmed and "Resolved to address future communication with the public, supporting complete transparency where possible…"

In the course of discussions leading up to the decision we were frequently told that it was vital that action was taken quickly on Old Abbey House, partly to save it from further deterioration and partly because it was costing £20k per month while nothing was being done. The timetable set for the disposal allowed for 6 weeks (including the Christmas period) from the decision to completion of the sale.

Given that supposed urgency, please can you explain why, as of 10 January, the agent still hadn't been instructed on how to proceed and why, nearly 4 weeks later, some bidders have still not heard anything, not even an indication of when they might hear? Have you now exchanged contracts with the successful bidder? If not, please can you give an indication of when you expect that to happen.

Finally, given the level of public interest in the matter and the commitment to improve transparency, why has nothing been said to the public since 23 December when you said you had taken a decision "to secure the future of Old Abbey House" and "expect to be able to announce the full details of the decision in the new year". While I realise that that could mean any time this year, I think most of us could be forgiven for assuming it would be in January. Please can you now give us an indication of a likely timescale for that information being made available?"

The leader thanked Hester Hand for her question. The leader replied, reporting that Cabinet members were also anxious for this process to be completed as soon as practically possible, so that Cabinet could share more information with the bidders and the wider public. Like with any property purchase, there was much work that needed to happen behind the scenes between accepting an offer and the sale being completed. However, the leader confirmed that the necessary searches and due diligence work had been completed and exchange of contracts was expected imminently. As soon as this happened further information would be shared widely.

Ca.79   Recommendations from other committees

Cabinet noted that the Scrutiny Committee had commented on the draft car park order; its suggestions were set out in the report.

Cabinet also noted that the Joint Audit and Governance Committee had met on 26 January 2021 to discuss the treasury management and investment strategy for 2021/22. The committee recommended to Cabinet that it recommended to Council the adoption of the strategy, the prudential indicators and limits, and the annual investment strategy. These recommendations were set out in the interim head of finance's report to Cabinet.

Cabinet also noted that the Scrutiny Committee would consider the budget report at its meeting on 8 February 2021.

Ca.80   Car park orders 2021 - consultation results

Cabinet considered the head of housing and environment's report on the consultation results of the draft car park orders.

The consultation results revealed that all aspects of the 2021 car park orders Nos.1 and 2 were supported, apart from the Road Haulage Association's objection to the proposed removal of the lorry park at Rye Farm car park, Abingdon. Some members of the public had also expressed concern at the proposed phasing out of the residents' parking permits and bringing them in line with the cost of general parking permits.

Cabinet supported the removal of the lorry park at Rye Farm car park in Abingdon. Most vehicles parking there turned off the A34 and drove through the town centre to reach the lorry park. This added to pollution in the town centre. Cabinet considered that this was an inappropriate location for a lorry park now that the lorry park facilities at the A34 Milton interchange had been improved.

Cabinet looked at options for increasing residents' parking permits. One option was to increase the residents' permits over the next three years to 75 per cent of the cost of a standard parking permit. The other option was to increase the cost more gradually, by 10 per cent each year. Cabinet concluded that a more gradual increase would provide a better balance, allowing residents to plan ahead for increases. This was a fairer way to move towards residents' permits and standard permits being brought into line.

RESOLVED: to

(a)   note the comments received on the Vale of White Horse District Council proposed car parking orders 2021 (No. 1 and No. 2) and make the amendments set out in the head of housing and environment's report to Cabinet on 5 February 2021;

(b)   approve option B set out in that report to increase the cost of residents' parking permits by 10 per cent per year over the next three years (for existing holders only); and

(c)   authorise the head of legal and democratic services to make the new orders No.1 and No.2 and to determine the date they will come into effect.

Ca.81   S106 Request - Shrivenham Sports Pavilion

Cabinet considered the interim head of development and regeneration's report on a request by Shrivenham Parish Council for section 106 funding towards a new sports pavilion in the village.

The report highlighted that while Shrivenham's Memorial Hall was of insufficient size and structure to cater for the needs of an expanding village, the building was not able to provide additional space for changing and showering facilities due to its listed status. A new sports pavilion would provide accessible sporting and community facilities needed for the local community.

Cabinet was satisfied that this was a worthwhile project and the risks identified in the report could be mitigated. Cabinet supported the creation of a budget of £378,537.80 for this project.

RECOMMENDED to Council on 10 February 2021 to:

(a)   approve funding to Shrivenham Parish Council on behalf of Viscountess Barrington Memorial Hall and Recreation Ground Trust in its capacity as the sole trustee of the

Trust towards a new sports pavilion to be erected by the Trust on the Recreation Ground owned by the Trust and to create a budget of £378,537.80;

(b) authorise the interim head of development and regeneration in consultation with the head of legal and democratic to:
- agree a funding agreement with Shrivenham Parish Council in its capacity as the sole trustee of the Trust to govern the terms of use of the S106 funding; the instalments in which the funding is paid; the timing of instalments; the conditions subject to which instalments are paid and to otherwise protect the interests of Vale of White Horse District Council as the provider of the funding;
- include Shrivenham Parish Council as a party to the funding agreement in its own right where necessary or desirable to facilitate the carrying out and completion of the new sports pavilion project by the Trust;
- approve the payment to Shrivenham Parish Council of £361,423.96 towards the new sports pavilion project subject to and in accordance with the funding agreement; and
- approve the payment to Shrivenham Parish Council of the portion of £17,113.84 recovered (minus legal costs) on completion of a Deed of Variation to repurpose a Changing Rooms Contribution received under Agreement 16V52 subject to and in accordance with the terms of the funding agreement;

(c) approve the payment of instalments three and four of the Sports and Leisure Contribution (Shrivenham recreation ground pavilion) as defined in clause 1.1.33 of S106 Agreement 16V30 and the Cricket Facilities Contribution, as defined in clause one of the Second Schedule of S106 Agreement 17V14 to the Shrivenham Sports Pavilion project:
- to Shrivenham Parish Council when received by the council subject to and in accordance with the funding agreement to whichever value is the lower of the amount received by the council and the value of forward funding that Shrivenham Parish Council has not recovered by any other means;
- to Shrivenham Parish Council subject to and in accordance with the funding agreement, on creation of a budget to the value stated above, with no requirement for a further S106 Application, report and decision.

Ca.82   Treasury management and investment strategy 2021/22

Cabinet considered the interim head of finance's report on the treasury management and investment strategy for 2021/22.

The report had been considered by the Joint Audit and Governance Committee on 26 January 2021. The committee supported the recommendations to approve the strategy, the prudential indicators and limits, and the annual investment strategy, and recommended this to Cabinet.

Cabinet agreed, noting that the strategy set boundaries for the council's borrowing, investments and exposure to loss, as well as setting the prudential indicators. The strategy prioritised security, then liquidity and finally yield. There were no significant changes to the strategy. However, as income was likely to fall due to low interest rates, the council would be looking to progress a more proactive treasury management strategy during the coming year, working together with the capital strategy and the investment strategy.

RECOMMENDED to Council on 10 February 2021 to:

(a)   approve the treasury management strategy 2021/22, as set out in appendix A to the interim head of finance's report to Cabinet on 5 February 2021;

(b)   approve the prudential indicators and limits for 2021/22 to 2023/24, as set out in appendix A to that report; and

(c)   approve the annual investment strategy 2021/22 set out in appendix A, and the lending criteria detailed in table 6 to that report.

Ca.83   Budget 2021/22

Cabinet considered the interim head of finance's report on the budget 2021/22. The report set out the revenue budget for 2021/22, and the capital programme to 2025/26, that Cabinet was asked to recommend to Council on 10 February to approve. The report would be considered by the Scrutiny Committee on 8 February also.

The report recommended an increase in council tax of £5 for a Band D property for 2021/22. This was the maximum increase allowed under the draft referendum rules outlined in the government's provisional settlement.

Covid-19 had played a central part in the budget. The council was likely to continue to see additional costs, and income losses in the new financial year. The figures included in the budget for these were estimates only, as no-one could predict the future course of the pandemic. The government had provided support for some, but not all, council losses.

The prioritisation of staff resources had meant that, in this budget, Cabinet had not been able to bring forward additional budget proposals to support our priorities in the new corporate plan. The report had, however, identified where existing budgets could fund corporate plan delivery activity. Deliverability of those activities would be dependent on council resources being available to progress them.

The budget report also included the medium-term financial plan for the next five years. This continued to show an increasing draw on reserves over the five year period, based on current estimates of future local government funding. This increasing use of reserves was unsustainable and officers and Cabinet would continue to review budgets in the context of the corporate plan priorities to identify ways to improve the council's financial position.

Cabinet noted that there was a confidential appendix A.6 to the budget report, which provided background information to councillors of the breakdown of the contingency sum in the public appendix A.6.

Cabinet supported the budget proposal and thanked the Cabinet member for finance and all officers involved in producing the budget. Cabinet members were proud that they had managed to produce a budget in such difficult times without the need for budget cuts, but still allowing the council to progress its corporate plan. The budget protected residents, retained services, supported local businesses, and supported the council's finances.

Given the uncertainty surrounding the budget, it was noted that it was possible that Cabinet might need to revisit the budget during the year, if circumstances changed.

RECOMMENDED:

(a)   to Council on 10 February 2021 that it:
    (i)   sets the revenue budget for 2021/22, as set out in appendix A.1 to the interim head of finance's report to Cabinet on 5 February 2021;
    (ii)   approves the capital programme for 2021/22 to 2025/26 as set out in appendix D.1 to that report, together with the capital programme changes as set out in appendix D.2 to that report;
    (iii) sets the council's prudential limits, as listed in appendix E to that report;
    (iv)   approves the medium-term financial plan to 2025/26, as set out in appendix F to that report.

RESOLVED: to

(b)   agree that the Cabinet member for finance, in conjunction with the interim head of finance, may make minor adjustments to the interim head of finance's report and the prudential indicators, should they prove necessary prior to its submission to Council on 10 February 2021.

Ca.84   Capital strategy 2021/22 to 2030/31

Cabinet considered the interim head of finance's report on the capital strategy for 2021/22 to 2030/31. This outlined the council's approach to capital spending, based on the council's corporate strategy, and was linked to the council's corporate objectives, medium term financial strategy, and management of projects and programmes. The strategy determined how capital schemes could be progressed from initial idea through to conclusion.

The Cabinet member for finance reported that there were a number of key "building blocks" that were essential to underpin the strategy that were currently being developed. These included an asset management strategy and maintenance plan, and medium-term service planning.

Cabinet noted that the capital strategy would be a key document for the council going forward. It would provide a high-level overview of how capital expenditure; capital financing and treasury management activity contributed to the provision of services. It would also provide an overview of how associated risk was managed and the implications for future financial sustainability. It would increase transparency in the planning, approval and monitoring of capital expenditure.

Cabinet noted that this year the strategy included within it a strategy for the flexible use of capital receipts. This identified revenue activity which, under guidance issued by the Secretary of State for Communities and Local Government in 2016, was eligible to be funded using capital receipts rather than revenue resources.

Cabinet welcomed the capital strategy and recommended its adoption to Council. If circumstances changed, Cabinet might need to revisit the capital strategy during the year.

RECOMMENDED to Council on 10 February 2021 to:

(a)   approve the capital strategy 2021/22 to 2030/31, contained in appendix one of the interim head of finance's report to Cabinet on 5 February 2021; and

(b)   agree the strategy for flexible use of capital receipts, contained as appendix 1 of the capital strategy.

The meeting closed at 11.10 am

Minutes

of a meeting of the

Cabinet

held on Wednesday 17 March 2021 at 5.00 pm
This was a virtual, online meeting.

Vale of White Horse
District Council

Open to the public, including the press

Present:

Members: Councillors Emily Smith (Chair), Debby Hallett (Vice-Chair), Andrew Crawford, Neil Fawcett, Helen Pighills, Judy Roberts, Bethia Thomas and Catherine Webber

Officers: Jayne Bolton, Pat Connell, Steve Culliford, Andrew Down, Adrian Duffield, Steve May, Lucy Murfett, Margaret Reed, Melanie Smans and Bertie Smith

Also present: Councillors Ron Batstone, Eric Batts, Jenny Hannaby, Simon Howell, Alison Jenner, Janet Shelley and Elaine Ware

Number of members of the public: 2

Ca.85   Apologies for absence

None

Ca.86   Minutes

RESOLVED: to adopt as a correct record the minutes of the Cabinet meeting held on 5 February 2021 and agree that the Chair signs them as such.

Ca.87   Declarations of interest

Councillor Judy Roberts declared a personal interest in the item on funding the Oxfordshire Community Land Trust (minute Ca.95 refers).

Ca.88   Urgent business and chair's announcements

None

Ca.89   Public participation

Three members of the public had registered to speak at the meeting.

(1)   Tom Christophers, chairman of Cumnor Parish Council, was unable to attend the meeting. Instead he submitted a written statement in support of the Oxfordshire

Community Land Trust project. The statement was circulated to all Cabinet members.

(2)   Bob Colenutt, chair of the Oxfordshire Community Land Trust, spoke in support of the trust's project.

(3)   Jon Bloxsom, the development manager of the Oxfordshire Community Land Trust project, did not make a statement but made himself available to answer any questions.

The chair thanked the members of the public for their statements.

Ca.90   Recommendations from other committees

Cabinet noted that the Scrutiny Committee had met on 9 March 2021 to discuss a joint local plan in public session, and the Covid-19 leisure support package in exempt session. The committee had not made any formal recommendations to Cabinet but made comments to the Cabinet members present on these subjects.

Ca.91   A joint local plan

Cabinet considered the head of planning's report on a joint local plan. This proposed the development of a joint local plan with South Oxfordshire District Council, rather than the two councils working on separate plans.

The Cabinet member for planning saw many advantages of the proposal. It would allow the councils to work more closely together, share policies where appropriate, and share resources. There were many practical reasons or doing so. Both councils' geography was similar: rural areas with market towns. It would allow for better planning of Didcot Garden Town and the Science Vale area. Both councils' corporate ambitions were similar, and both had declared climate emergencies. A joint local plan would also save cost, for example the councils had a shared planning policy team.

Cabinet agreed, believing that there were sound planning and practical reasons to develop a joint local plan. Cabinet was reassured that, if necessary, local policies could be included in a joint plan to reflect local needs.

Legislation allowed the councils to prepare a joint plan. Cabinet discussed the two methods of doing this:

- Section 28 of the Planning and Compulsory Purchase Act 2004 allowed two or more local planning authorities (district councils) to prepare a joint local plan. The county council in two-tier areas, such as Oxfordshire, could be part of the plan-preparation process but could not be part of the formal decision-making, as this remained the responsibility of the district councils. Under Section 28, the final, formal decisions at key local plan stages (consultations, publication, submission, adoption) were made either separately by each council or via a voluntary joint committee.

- Section 29 of the 2004 Act enabled the county council to continue to have a strategic planning role working with the district councils. This allowed for the decision-making on a joint local plan to be conferred on a joint committee. Under

section 29, the county council would be a formal partner in the joint committee and therefore would have equal membership on that committee.

Given the context of development plan making across Oxfordshire, with a strategic plan (the Oxfordshire 2050 Plan) already underway, and a shared management and policy team already in place for South Oxfordshire and the Vale, Cabinet considered that a joint local plan should be prepared in accordance with section 28 of the Act. This would involve either formal decisions at key local plan stages being made separately by each council or via a voluntary joint committee. Cabinet considered that this should be recommended to Council as the best method to develop a joint local plan. Scrutiny Committee had preferred the section 28 option also. Cabinet considered that officers should be authorised to prepare the detailed arrangements. Cabinet members asked officers to manage the risks by identifying them in the risk register and by preparing contingencies and mitigations should the risks materialise.

RECOMMENDED to Council on 24 March 2021 to:

(a)   agree, subject to the agreement of South Oxfordshire District Council, the preparation and production of a Joint Local Plan with South Oxfordshire District Council;

(b)   approve the Joint Local Development Scheme (March 2021), attached at appendix 1 to the head of planning's report to Cabinet on 17 March 2021, and authorise the head of planning in consultation with the Cabinet member for corporate services and transformation, to make any updates; and

(c)   agree the principle of governance to prepare and produce a Joint Local Plan under Section 28 of the Planning and Compulsory Purchase Act 2004, and to authorise the head of legal and democratic, in consultation with the head of planning and the Cabinet members for corporate services and transformation and democratic services, to agree the detailed arrangements.

Ca.92   Budget monitoring

Cabinet considered the interim head of finance's budget monitoring report. This looked at the council's budget position for the period April 2020 to January 2021. This showed both a revenue and capital programme underspend, as detailed in the report's public and exempt appendices. During the period, the council's main priority had been to provide a strong local response to the Covid-19 pandemic. This had resulted in the diversion of resources and the consequent reduced work on other priorities.

Cabinet thanked officers for their work during these unprecedented times.

RESOLVED: to note the contents of the interim head of finance's report to Cabinet on 17 March 2021.

Ca.93   Exclusion of the public, including the press

RESOLVED: to exclude members of the press and public from the meeting for the following item of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that:

(i)   it involves the likely disclosure of exempt information as defined in paragraphs 1-7 Part 1 of Schedule 12A of the Act, and

(ii)   the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Ca.94   Covid-19 leisure support package

Cabinet made a recommendation to Council to approve a package of Covid-19 leisure support.

Ca.95   Oxfordshire Community Land Trust: affordable housing funding

Cabinet made a recommendation to Council to support the Oxfordshire Community Land Trust project to provide affordable homes in Cumnor.

Ca.96   Budget monitoring

Cabinet noted the exempt appendices to the interim head of finance's budget monitoring report.

Minutes

of a meeting of the

Cabinet

held on Friday 9 April 2021 at 10.30 am
This was a virtual, online meeting.

Open to the public, including the press

Present:

Members: Councillors Emily Smith (Chair), , Andrew Crawford, Neil Fawcett, Helen Pighills, Judy Roberts, Bethia Thomas and Catherine Webber

Officers: Steve Culliford, Andrew Down, Simon Hewings, Candida Mckelvey, Adrianna Partridge, Margaret Reed and Mark Stone

Ca.97   Apologies for absence

Councillor Debby Hallett had sent apologies for absence.

Ca.98   Declarations of interest

None

Ca.99   Urgent business and chair's announcements

None

Ca.100   Public participation

None

Ca.101   Recommendations from other committees

None

Ca.102   Strategic vision for Oxfordshire

Cabinet considered the report of the acting deputy chief executive – partnerships. This set out a strategic vision for Oxfordshire.

Cabinet recalled that in December 2020 it had received a report detailing the Oxfordshire Growth Board's ambition to develop a strategic vision for Oxfordshire. This provided an overarching framework for the Oxfordshire Plan 2050 but also provided a wider remit and

served as an overarching 'umbrella' under which both the Growth Board and its partners could develop the future plans and strategies.

Consultation on the draft strategic vision took place in December 2020. Overall, the results of the consultation were supportive. The vision had been developed further, following the public consultation exercise. The overall balance of the document remained unaltered, but it now highlighted the importance of the need to address inequalities, the role of Oxfordshire and its place as a national and international centre of excellence. Issues such as the need for inclusive growth had also been strengthened and changes had been made to make the document more Oxfordshire specific, such as references to the rural landscape, the countryside, and the importance of the rural economy. The Growth Board had also commissioned consultants to reflect upon the draft vision and offer informal sustainability advice, specifically whether the vision was consistent, both within the document and when compared to the Oxfordshire Plan 2050, and whether there were any gaps in the sustainability issues identified. This commission had been completed and changes had been made to the final version of the vision, as appended to the report before Cabinet.

Cabinet noted that there had been a positive shift in emphasis in the Growth Bard. For example, this strategic vision had been improved. Cabinet believed that communications could be improved further with a one-page summary, as the current document was too long. Cabinet supported the general approach of the vision. However, measuring progress and setting delivery targets was key.

The consultation feedback from young people had been encouraging. The environment and sustainability were the big issues they identified. Cabinet considered that the method used to reach younger people should be replicated in future consultations conducted by the council.

RESOLVED: to

(a)   agree the Strategic Vision for Oxfordshire; and

(b)   ask that officers consider how to embed the Vision's ambitions for Oxfordshire in future plans and strategies of the council.

Ca.103   Oxfordshire Growth Board Environment Advisory Group

Cabinet considered the report of the acting deputy chief executive – partnerships. This set out a proposal for an Oxfordshire Growth Board Environment Advisory Group.

The Growth Board's review of its own operating arrangements in 2020 had concluded that its work would benefit from a greater consideration of environmental issues. This could be achieved by strengthening the Board's structure and networks through an environmental work stream. The proposal also supported the environmental aims of the strategic vision for Oxfordshire.

Cabinet welcomed the proposal, seeing it as an opportunity to strengthen Oxfordshire's partnership working, to provide a member-led arena to discuss areas of common ground, and to provide a formal mechanism on countywide environmental matters. The chair and membership would be appointed after the forthcoming local elections.

As part of the environment work stream, work was proceeding on establishing a local nature partnership. It was hoped that this would be formally operational by the autumn.

Cabinet also endorsed the Oxford to Cambridge Arc Environment Principles and supported the development of an Arc environment strategy.

Some disappointment was expressed that it was not clear whether all principal councils in Oxfordshire had declared a climate emergency. It was hoped that this would be changed after the local elections. The Leader reported that she would seek clarification of the county council's position.

RESOLVED: to

(a)   support the establishment of a Growth Board environment advisory group;

(b)   endorse the Oxford to Cambridge Arc Environment Principles, as set out at Appendix 3 of the acting deputy chief executive's report to Cabinet on 9 April 2021, recognising that this statement of ambition applies to a diverse range of urban and rural communities, and that further evidentiary work will be required at a local level to understand their longer-term implications; and

(c)   support the development of an Arc environment strategy, which will provide for how the principles can be delivered.

Ca.104   Oxfordshire Electric Vehicle Infrastructure Strategy

Cabinet considered the report of the acting deputy chief executive – transformation and operations. This set out a draft strategy to provide the infrastructure for electric vehicles to 2025. This was an Oxfordshire-wide strategy that was being presented to all principal councils for adoption.

The strategy's objectives were to:
- enable and deliver public electric vehicle charging strategically across Oxfordshire
- adopt a common approach to managing electric vehicle charging in the council's car parks
- enable residents without access to private off-road parking to access a range of options for electric vehicle charging
- encourage new developments to install high quality electric vehicle charging infrastructure
- set standards for the quality of public electric vehicle charging in Oxfordshire, which support the development of a network, which was high quality, open, accessible and future-proofed
- work with partners to encourage other landowners to install electric vehicle charging infrastructure for businesses, residents and other users.

The options open to Cabinet were to either adopt or not adopt the strategy. Cabinet believed that if it did not adopt the strategy the council would have the ability to develop its own, alternative strategy that addressed the needs of the Vale. However, this was not a Vale-only issue. Cabinet considered that there were greater benefits of adopting a county-wide strategy, such as sharing of expertise and learning in introducing an electric vehicle infrastructure, greater access to external funding opportunities, economies of scale in working with others, and increased viability to engage with the private sector.

Adopting the strategy also supported the council's corporate objective to tackle the climate emergency. It would support the transition to decarbonising transport. Several changes had been made to the strategy following this council's input. Emphasis had been improved to give equal access to electric vehicle infrastructure in all parts of Oxfordshire, not just in urban areas. The council had pushed for equal access to rural areas, remote locations, and those living in areas of deprivation, based on need.

Some concern was expressed at the strategy's reliance on electric vehicles as being the answer to combat climate change. Cabinet had concerns over the environmental impacts of the underwater mining of materials used in the manufacture of electric vehicle batteries. Cabinet supported measures to reduce the negative environmental impacts of electric vehicle battery production, through for example, responding to any relevant government consultations and backing research and innovation in new technologies.

Cabinet recognised that the strategy was a step in the right direction, encouraging the use of electric vehicles over those powered by fossil fuels. However, Cabinet considered that the strategy must evolve, and work towards greener public transport and active travel, with less reliance on private cars. Cabinet added a third resolution, requesting that the Members' Steering Board reviewed the strategy annually to ensure that it remained complimentary to emerging strategies and changing technology.

In answer to a question from a Cabinet member, the chief executive undertook to determine whether the council could require electric vehicle charging infrastructure on new development.

RESOLVED: to

(a)   adopt the recommended policies and key actions for the Oxfordshire Electric Vehicle Infrastructure Strategy (2020-2025);

(b)   support measures to reduce the negative environmental impacts of electric vehicle battery production, through for example, responding to any relevant government consultations and backing research and innovation in new technologies; and

(c)   request that the Members' Steering Board reviews the strategy annually to ensure that it remains complementary to emerging strategies to increase the use of active travel, public transport and to reduce the number of journeys by private car across the county.

The meeting closed at 11.15 am

Chair: Date:

Vale Climate Emergency Advisory Committee 19 April 2021 Recommendations to Cabinet

Review of the effectiveness of the Climate Emergency Advisory Committee

The committee reviewed and noted the key findings from the recent review into the effectiveness of the Climate Emergency Advisory Committee and agreed with the recommendations proposed within. These included the following recommendations to Cabinet.

Recommended to Cabinet:

- That the committee plays a formal role in the monitoring of the Corporate Plan 2020-24 and reviews the quarterly performance reports that are part of the council's performance management framework. (This will allow the committee to provide advice and guidance to Cabinet on the delivery of projects in relation to the tackling the climate emergency. The Corporate Plan 2020-24 has been designed to be agile, so projects within the plan will bend, flex and evolve, which further supports the need for the committee to play a key role in advising on its delivery. The committee's meetings calendar will align with the corporate plan's quarterly performance monitoring cycle.)
- That task and finish groups are established to work alongside officers on the Corporate Plan, communications and engagement, Zero Carbon definition, and relevant consultations. (They will report to the Climate Emergency Advisory Committee on a regular basis. They will provide opportunities to give a sense of focus and work in more detail on areas of interest for members. Each task and finish group should be led by a committee member to facilitate and manage input to the groups and feedback to the committee.)
- That the Chair of the committee be invited to attend the Cabinet meeting after each Climate Emergency Advisory Committee meeting to provide an update to Cabinet under the item "recommendations from other committees" to ensure there is an effective and open dialogue between the two meetings.

Other matters not requiring a Cabinet decision:
- The Chair of the committee and the Cabinet member for climate emergency and environment will review reports to Council, Cabinet and committees to ensure they consider climate and ecological implications.
- The Chair of the committee and Cabinet member for climate emergency and environment will receive monthly briefings from the Strategic Lead for Climate Action to ensure information is shared.
- The Cabinet member for climate emergency and environment is requested to flag any matters across other Cabinet portfolios where committee advice, input or guidance would be beneficial in advance of any formal decision-making, so these can be added to the committee's work programme.

Climate action and biodiversity work programmes 2021/22

The committee noted the progress to date on the climate action and biodiversity work programmes for 2021/22.

Recommended to Cabinet to approve the 2021/22 climate action and biodiversity work programmes.

Climate action plan development

The development of the Climate Action Plan will be informed by carbon emissions modelling to provide the council's roadmap to achieving their carbon reduction targets.

Recommended to Cabinet to adopt the proposed methodology/development process for the Climate Action Plan.

Biodiversity action working group

Recommended to Cabinet to establish a joint South and Vale member and officer Biodiversity Working Group to assist the council in scoping Corporate Plan 2020-24 biodiversity projects to tackle the climate emergency, which are currently subject to future discretionary growth.

Cabinet Report

Vale of White Horse District Council

Report of Head of Policy and Programmes

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Wards affected: All

Cabinet member responsible: Cllr Debby Hallett

E-mail: Debby.Hallett@whitehorsedc.gov.uk

To:

Scrutiny 27/05/2021

Cabinet 28/05/2021

Performance Management Framework and Year 1 Corporate Delivery Plan

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Recommendations

(a) that Cabinet members approve the performance management framework

(b) that Cabinet members approve the year 1 corporate delivery plan

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Purpose of Report

1. To introduce the Performance Management Framework for Vale of White Horse District Council. The intention of this framework is to ensure that appropriate oversight can be provided by members into the delivery of Council services in accordance with the Corporate plan.

2. To introduce the set of measures contained within the Corporate Delivery Plan for Vale of White Horse District Council. These measures have been determined by cabinet members in discussion with relevant senior officers.

3. The contact officer is Harry Barrington-Mountford, Head of Policy and Programmes and James Carpenter, Head of Corporate Services for South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWDC).

Corporate Objectives

4. Working in an open and inclusive way.

Background

5. The performance management framework sets out the principles of performance management across the organisation, the governance framework through which performance will be reported and reviewed, and the various key documents which will ensure that a culture of performance and accountability will be embedded throughout the organisation.

6. The corporate delivery plan details the specific reporting requirements against each aim contained within the corporate plan which came into effect on 30 October 2020. These measures have been designed after careful review of the corporate plan, the individual elements identified within the corporate plan that the council has control or influence over, the data which we already collect, and the resources available to support future reporting arrangements.

Performance Management and Reporting

7. The performance management framework when combined with the specific measures within the corporate delivery plan, provide a clear roadmap for reporting of performance across the organisation in a way that facilitates transparency and openness in accordance with the aims of the corporate plan. Once the framework has been approved, officers will work to embed the principles of performance management across the organisation and regular performance reporting will align with this framework.

8. During the first year of the approved framework being embedded across the organisation there will be a defined review period where to enable officers and members to review the approach, any feedback received and consider any additional requirements or changes to the reporting structure. Review outcomes and any proposed changes will be reported to the Scrutiny Committee and Cabinet as appropriate.

9. In acknowledgement that there has been a reporting gap between the corporate plan being approved on 30 October 2020 and the present day, officers have drafted an 'Interim Performance Report' covering the period, outlining key activity that has been undertaken against the priorities listed in the corporate plan, this is a one-off document and will not form part of regular reporting activity.

10. Please see attached to this report: Appendix 1 – Performance Management Framework, Appendix 2 – Corporate Delivery Plan (Year 1) and Appendix 3 – Interim Performance Report October 2020 – April 2021.

Climate and ecological impact implications

11. There are no direct climate of ecological implications arising from the report. A number of the identified measures relate to Corporate Plan themes that relate to climate and ecological implications, and therefore the reporting framework will act as a vehicle for the dissemination of the councils delivery and achievements in this area.

Financial Implications

12. There are no additional financial implications attached to the approval of either the performance management framework or the corporate delivery plan at this stage, there may however be some additional performance management resourcing requirement should the need arise or future reporting requirements change and/or financial implications linked to individual projects within the corporate plan that will be progressed as appropriate through the council's democratic processes..

13. Any council decision that has financial implications must be made with the knowledge of the council's overarching financial position. For Vale, the position reflected in the council's medium-term financial plan (MTFP) as reported to Full Council in February 2021 showed that the council is due to receive £2.6 million less in revenue funding than it plans to spend in 2021/22 (with the balance coming from reserves including unallocated New Homes Bonus).

14. This funding gap is predicted to increase to over £5 million by 2025/26. As there remains no certainty on future local government funding, following the announcement of a one-year spending review by government, and as the long-term financial consequences of the Coronavirus pandemic remain unknown, this gap could increase further. Every financial decision made needs to be cognisance of the need to eliminate this funding gap in future years.

Legal Implications

15. None

Risks
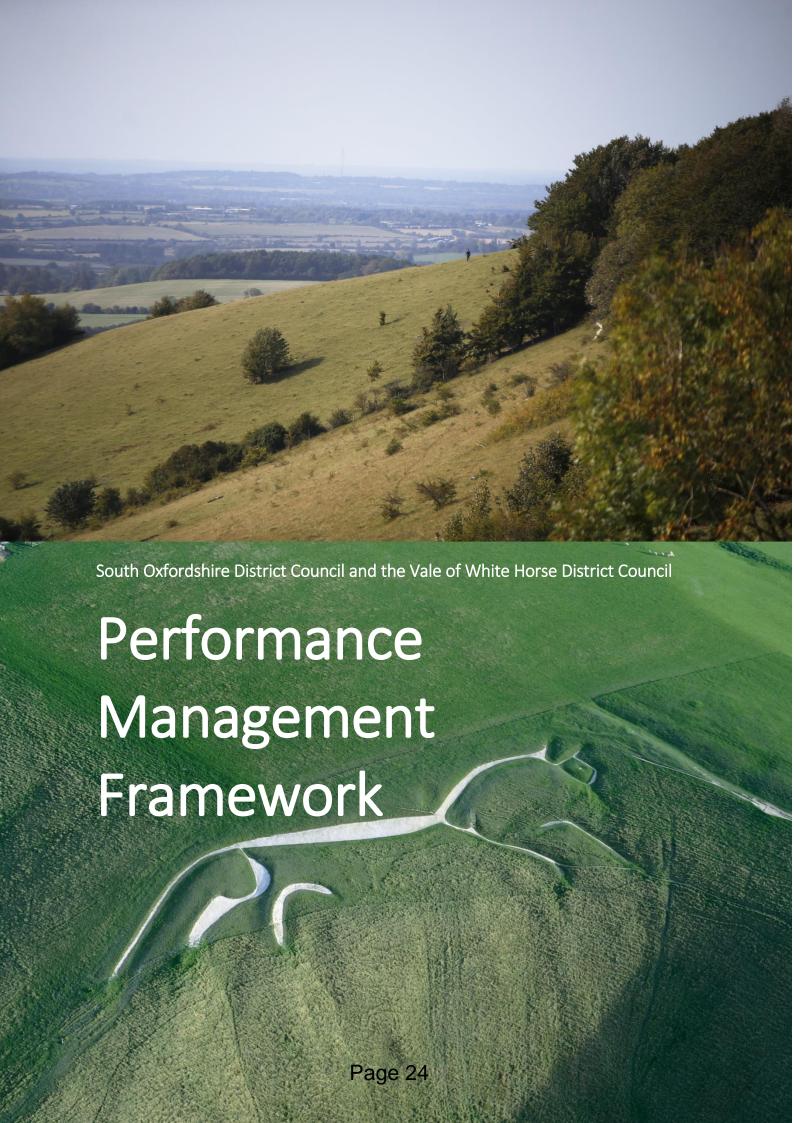
16. None

Other implications

17. None

Background Papers

- Vale of White Horse District Council Corporate Plan 2020-2024

South Oxfordshire District Council and the Vale of White Horse District Council
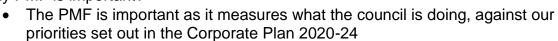
Performance Management Framework

Foreword – Sue Cooper, Leader, South Oxfordshire District Council

South Oxfordshire's Corporate plan set out six themes of what we hope to achieve over the next four years. These themes are clearly important to our residents, with all of them being graded as important in our consultation last year.

In my foreword last year, I emphasised the rural nature of our district, with the need to focus on biodiversity and wildlife but also balance the affordability of housing with over development of our area.

Why PMF is important?

- The PMF is important as it measures what the council is doing, against our priorities set out in the Corporate Plan 2020-24
- Residents have shown their level of interest in what their council is doing from the successful engagement of the plan, (the most successful Corporate Plan engagement in ten years at the council…)
- The PMF – with its quarterly and annual strategic review will be feedback to the public – in accordance with the openness and accountability theme.

How will it help achieve delivery of the plan?

- By measuring what we are doing we will see progress, challenges, where more emphasis is needed, or where priorities need to change. Some measures will be numerical, and some will be descriptive.
- From major themes set out down to individual workstreams, this establishes where we are and how far we have to travel to achieve the outcomes we want
- This is a change in how the councils are run, creating a golden thread from individual performance to our Corporate Plan
- Providing opportunity for transparency, scrutiny and challenge

This is not just about good news, it can also highlight problems to be overcome. It aims to provide transparency on what the council is doing and will help to hold us all to account.

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Foreword – Emily Smith, Leader, Vale of White Horse District Council

Last year it was my pleasure to introduce the Vale of White Horse Corporate Plan for 2020-24, which set out the agreed priorities to help communities and people across the Vale of White Horse thrive.

As residents, you've shown your interest in what the council is doing. The public engagement exercise was the most successful Corporate Plan engagement in ten years at the council.

This Performance Management Framework (PMF) highlights how we intend to measure our performance against the priorities in the plan and provide opportunities for scrutiny and challenge.

As I emphasised in the Corporate Plan, we take seriously our responsibilities to meet national and local climate targets; we consider the climate emergency to be central to our work. This PMF provides the structure to see progress against this and our other priorities.

- It will measure what the council is doing to implement our priorities as set out in the Corporate Plan.
- The PMF, with its quarterly and annual strategic reviews, is the transparent process by which we intend to keep you informed.
- By measuring what we are doing, we will see progress, challenges, areas where more emphasis is needed, or where priorities need to change.
- From major themes set out in our Corporate Plan, to individual workstreams, the PMF will establish where we are and how far we have left to travel to achieve the outcomes we want.
- This approach improves how individuals and teams work together toward shared goals.

The PMF will provide the opportunity for transparency via scrutiny and challenge. It will identify successes and also point out where changes are needed. It will help hold us all to account.

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Contents

Introduction

Effective performance management plays a central role in putting our communities and residents at the heart of everything. It also enables them to see how well we are doing and how we intend to improve.

South Oxfordshire and the Vale of White Horse District Councils (the councils) have developed corporate plans which identify priorities which they will focus on until 2024.

The approach set out in this Performance Management Framework (PMF) will support the delivery of the priorities within the corporate plans, improve transparency and assist local people in holding the councils to account.

Openness, transparency and accountability is an inherent part of the council's culture and is fundamental to the achievement of our priorities set out in the corporate plans 2020-24. Moreover, they are essential to effective corporate governance. Therefore, this framework will further strengthen arrangements by enabling our decision making, processes, culture and effective leadership to further focus on the issues that matter to service users and the public.

This PMF has been designed to ensure that the councils' priorities are translated into clear plans with measurable targets which can be easily monitored by elected members and support effective implementation by officers.

The framework also sets out how we intend to measure our work and when we intend to report on this (and to whom).

Through measurements that reflect achievable progress, outside observers should understand how the councils approach strategic priorities and change. They will see quarterly reports to councillors that measure progress against priorities and a yearly report that sets out our progress and key achievements.

To officers, the framework should be embedded throughout their individual performance management. Through this, their line managers will be expected to work with them to understand how they as individuals, support the delivering the councils strategic priority themes. This "golden thread" principle will allow our resources (staff) to focus on and prioritise the things that matter most to our residents and communities.

Enhancing Corporate Governance

Corporate governance is about doing the right things in the right way. It encompasses accountability and transparency in our actions and decisions.

In developing this framework, the following principles – which are designed to ensure that our processes and arrangements enable robust corporate governance – have been identified:

- **Embedding a strategic approach**

The framework should provide meaningful and accurate performance information and data to the right people at the right time. This will support the monitoring and implementation of the councils' strategic objectives as set out in our corporate plan.

- **Openness and accountability**

Performance management is everyone's responsibility and requires clear lines of accountability to facilitate openness and transparency. Performance information will be shared openly by default and used to take informed and transparent decisions. It will not be suppressed because it may reveal a lack of progress and/or underperformance.

- **Continuous improvement process and learning culture**

This framework should be underpinned by a culture of understanding what went well, what didn't work as planned, and what can be done better. There should not be a blame culture in how we are performing.

Corporate Delivery Framework

To enhance our corporate governance, the councils have implemented an approach to project management to improve the governance, oversight and control of projects. The Corporate Delivery Framework (CDF) provides a toolkit for staff to enhance successful project delivery. This framework will support the implementation of projects which are included in the annual delivery plans and through which the corporate plan priorities are delivered.

As an interim arrangement it is envisaged that the system which records and monitors projects within the CDF will be used to identify project progress. In the longer term the councils will be exploring the option of using an IT solution to facilitate quicker and simplified performance reporting.

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Clear Priorities and Plans

Annual Business Planning and Performance Cycle

The councils have an annual business planning cycle in which they set their aspirations and priorities – illustrated in diagram 1 below.

PLAN
Draw up delivery plan to align with themes in the Corporate plan
Use this to establish service plans for departments and individuals

DO
Deliver services according to plans

REVIEW
Evaluate performance against objectives

REVISE
Update the Corporate Plan and/or our delivery plans based on performance and on changing circumstances

These aspirations and priorities are developed and articulated through several linked plans. These contain actions and measures on which progress is monitored by elected members and officers on a regular basis (quarterly and annually) as part of the performance management cycle.

The Corporate Plan

Corporate plans are developed every four years. They set out what the councils intend to achieve within the lifespan of the document.

The development of a corporate plan is informed by both national and local priorities. Diagram 2 below illustrates the range of plans which the councils produce and how we develop our actions to deliver the priorities set out in the corporate plans:

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For 2020 -2024 the corporate plan priority themes are:

Vale of White Horse	**South Oxfordshire**
1. Providing the homes people need	1. Protect and restore our natural world
2. Tackling the Climate Emergency	2. Openness and accountability
3. Building healthy communities	3. Action on the climate emergency
4. Building stable finances	4. Improved economic and community well-being
5. Working in partnership	5. Homes and infrastructure that meets local needs
6. Working in an open and inclusive way	6. Investment that re-builds our financial viability

Each of the themes span service area and cabinet member portfolios.

Annual Delivery Plan

Each year the councils develop annual delivery plans which set out the detailed actions required over the next 12 months to deliver the priorities and objectives in the corporate plan.

The plan is usually developed at the beginning of a corporate plan annual cycle (illustrated in diagram 1) through a collaborative process between elected members and our Strategic Management Team (SMT) and aligned to budget setting.

Annual delivery plans are developed throughout the life cycle of the corporate plan and aim to:

- outline how the council intends to translate large strategic priorities into a set of actions to be delivered.

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- set a series of measurements to show progress towards actions to deliver the corporate plans. These can be monitored quarterly and yearly within the PMF cycle.

- consider issues such as budget and resources which could impact on the delivery of the plans. This is used to inform budget-setting each year and ensure that the councils manage their resources effectively.

- provide clear signals to teams how their service plans should link to the corporate plans.

- align to the councils' Corporate Delivery Framework which supports effective project management and delivery.

Service and Team Plan

Services and teams will set their own goals for the year. These will reflect corporate and annual delivery plans and business as usual functions such as statutory responsibilities. Service plans should contain:

- actions that contribute to achievement of the councils' priorities as identified in annual delivery plans.

- actions that are driven by the need to improve efficiency and effectiveness in service.

- actions that relate to frontline service or delivery of statutory requirements, whether-or-not directly related to the council's priorities.

- align to the councils' Corporate Delivery Framework which supports effective project management and delivery.

Other Plans

There are a range of other plans and strategies that align with and contain actions that will help implement the corporate plan priorities and projects. Whilst lead responsibility for delivering these may sit within one team, activities may cut-across other areas of the council and/or partner organisations.
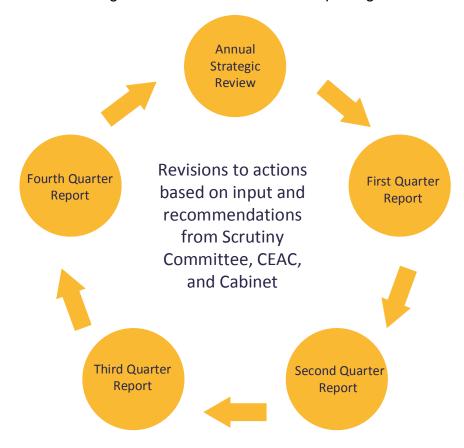
The relevant service lead is responsible for developing these plans and ensuring that they are robust, with proportionate governance and performance management arrangements in place.

Annual Strategic Review

The corporate plan will be reviewed annually to assess whether key projects and measures are still relevant and are continuing to deliver the actions we have set ourselves.

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Measuring and Reporting Performance

Elected members of the Cabinet and Scrutiny Committees will receive performance reports on a quarterly and annual basis. These reports evaluate the councils' progress in implementing corporate plan priorities and will ultimately be agreed and reviewed by Cabinet after the committee cycles. The committee meetings provide an opportunity to re-assess the corporate plan and annual delivery plans to ensure their continual relevance. Diagram 3 below illustrates this reporting and monitoring cycle:

Annual Strategic Review

First Quarter Report

Revisions to actions based on input and recommendations from Scrutiny Committee, CEAC, and Cabinet

Second Quarter Report

Third Quarter Report

Fourth Quarter Report

Setting performance measures

A set of key strategic performance measures have been developed to monitor our progress in implementing councils' corporate plan priorities. Performance measures can be either Quantitative (Numeric) or Qualitative (narrative based e.g. case studies).

Performance measures should reflect progress against an objective and be something that the councils' actions can directly influence.

Quarterly Reports

These reports contain detailed data and information on the progress of corporate plan actions and measures. They also include financial and resource information which can be used to determine resource allocation to support the implementation of priorities. In addition, details of remedial actions required to address a lack of

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progress or poor performance. This detailed evidence can then be used to revise timescales and activities as appropriate.

Annual Strategic Review

The annual strategic review will provide an opportunity to reflect on the councils' progress in implementing the corporate plan priority themes. It will be used to highlight key achievements and will include case studies to demonstrate positive impact on residents. The publication will be aimed at elected members, residents, staff and partner organisations.

The report should replicate the design of the corporate plans to demonstrate how they interlink and to provide visible and tangible progress on its implementation.

The annual report will be a key part of developing the annual delivery plan for the year ahead and allow elected members the opportunity to re-prioritise actions, projects or resources to respond to any changes in the council's landscape.

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Performance Monitoring and Challenge

Effective performance management requires clearly defined and structured accountability. The councils have in place a range of mechanisms for monitoring, reviewing and challenging its performance. Performance management is a key responsibility of both officers and members as detailed below:

- **Cabinet Members**

Elected members hold ultimate responsibility for the services that the councils deliver.

Collectively Cabinet have overall responsibility for the delivery of the council's corporate plans. At the outset of the annual business planning and performance cycle, Cabinet must approve the annual delivery plans and in-year measures. It formally considers performance on a quarterly basis – focused on the actions and measures within the corporate plan and agrees remedial action to address a lack of progress or poor performance.

- **The Scrutiny committee(s)**

These are opposition-led bodies responsible for holding the Cabinet to account. Their role is to provide an appropriate level of challenge to Cabinet to ensure robust decision making.

Committee members will receive the quarterly reports and identify any remedial actions which need to be taken to ensure delivery against the council's priorities and make any necessary recommendations to Cabinet.

- **Lead Members (Portfolio Holders)**

Lead members have responsibility for performance of the services within their remit. To support this, they provide input into the development and monitoring of the corporate plans, as well as the service plans within their portfolio.

Officers provide relevant data and supporting information to support lead members with the performance challenge role.

- **Climate Emergency Action Committee (CEAC) and Climate and Ecological Emergency Advisory Committee (CEEAC)**

Each councils Climate Emergency Advisory Committee is responsible for advising Cabinet on matters relating to the climate emergency and biodiversity. This includes, advising on how the council can contribute to the delivery of: national legally-binding targets on the climate emergency, the council's own targets on the climate emergency, and making recommendations on ways in which the council can reduce damage to the global and local environment through the delivery of its agreed Corporate Plan.

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The quarterly reports should be reviewed by these committees to provide their input and any recommendations to Cabinet on relevant measures, progress or remedial actions.

- **Strategic Management Team**

SMT has collective managerial responsibility for overall council performance and implementation of the corporate plans. Its role is to provide performance support and challenge across the councils. It assesses progress against the corporate plan actions and measures for Cabinet outlining areas for suggestions and improvement and implementing relevant actions.

They are also responsible for ensuring the completion of service planning for their areas.

- **Council Services**

Each council service is responsible for providing performance data and information. This could range from employee reviews, statutory data returns, or responding to requests for information, updates and case studies for the quarterly/annual reports. In particular, the following teams have distinct responsibilities, but are expected to work closely together:

- **Insight and Policy** – are responsible for the development in collaboration with elected members and SMT the annual delivery plan and the annual strategic review process. The team are also responsible for the compilation of the annual report.

- **Assurance** – are responsible for the implementation of the PMF. Producing the quarterly performance reports for SMT, Cabinet, Scrutiny Committee and the Council, ensuring full consultation ahead of publication. They are responsible for the collation of performance information from services across the council to include within the quarterly/annual reports.

- **Internal Audit** - are responsible for providing guidance and information on risk management, in addition to dealing with the provision of audit services. If data quality issues are identified through the course of an audit, whether linked to performance measurements or not, this will be raised in the audit report. Internal audit also provides an independent review of the corporate approach to performance management and data quality.

- **Strategic HR** - are responsible for overseeing the staff performance management process and fostering a culture that supports "blame free" continuous improvement.

- **Managers** - Managers play an essential role in improving performance and should adhere to the principles of the performance management framework in their everyday work. SMT will be developing further

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guidance for managers on how they can facilitate discussions and actions to improve both service and staff performance.

- **Officers -** Each officer should be pro-active in understanding how they contribute to the priority themes within the councils' corporate plans and where they have any specific responsibilities for its delivery (for example providing service performance data for monitoring). The level of accountability and roles will vary among officers. Officers should identify opportunities to develop case studies to illustrate their positive impact on residents in delivering the councils' priority themes - as outlined in the Employee Performance section below.

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Employee Performance

Effective people management is central to delivering council priorities and excellent services to the public.

The foundation of individual performance management is the "golden thread" principle in which officers identify how their role fits with the wider objectives as set out in the corporate plans, cascading down through service plans to individual workloads. It should be clear how the employee's work contributes to different themes within the corporate plans or actions in their area's service plan. This connects and enables all staff to focus on and prioritise the things that matter most to our residents and communities.

Employees participate in a continuous individual performance management process. Line managers agree objectives with an individual and review their progress towards these on a regular basis. Responsibility for the individual performance management process lies with individual employees and their manager. Each employee must actively participate in the process with objectives and progress reviewed regularly through one-to-one meetings outlining what went well and areas for future improvement.

Our approach also allows an opportunity for employees to detail their positive impact on residents in the form of case studies. These can be selected and included within the annual report to highlight exceptional employee performance.

Vale of White Horse District Council Corporate Plan Key Theme	Corp Plan ID	Stated Aim/Project description	New Measure Description	Reporting Type	Reporting Interval	Proposed Cabinet Lead	Proposed Supporting Cabinet Member	Proposed Strategic Lead	Proposed Officer Lead
Providing the Homes People Need	PHPN	Row for Theme-wide measure	Overall narrative report on the Activity undertaken by the Council against theme one 'Providing the homes people need'	Theme level summary	Quarterly				Suzanne Malcolm
Providing the Homes People Need	PHPN1.1	Programme 1 - Explore and consider opportunities to bring forward the delivery of homes people can afford	Narrative report of newly identified opportunities to bring forward/expedite the delivery of affordable homes	1. Narrative	Quarterly	Cllr Judy Roberts	Cllr Helen Pighills	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN1.2	Explore a council-owned holding company/vehicle, to focus on delivering a wide range of regeneration and community fenefits including housing , community facilities, land maintenance and health	Narrative update on the potential opportunities/challenges around the creation of a holding company/SPV	1. Narrative	Quarterly			Suzanne Malcolm	Elliot Ward
Providing the Homes People Need	PHPN1.3	Explore how the council can provide low-cost sustainable housing. Include working with developers, registered providers, community trusts, as well as new partnerships. Include council owned housing. Include a definition of affordability relative to ability to pay, not to market value, and social rent definitions	Narrative report on provision of low cost housing, focusing on partnership working, including an update on the shifting metric of affordability based on relative ability to pay rather than market value and social rent definitions.	1. Narrative	Quarterly	Cllr Judy Roberts	Cllr Catherine Webber	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN1.4	Review our affordable housing planning policies and ensure they are providing what's needed in the Vale	Narrative report on review of planning policies	1. Narrative	Annual	Cllr Judy Roberts	Cllr Debby Hallett, Cllr Helen Pighills	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN1.5	Review our strategy for spending s106 sums paid in lieu of onsite affordable housing and identify how earmarked funds, including retained S106 monies, can be best utilised to deliver affordable homes	Narrative report on s106 spend, focusing on the stated aim and any updates to the existing strategy Additional quantitative elements - s106 spend/units provided from spend	2. Narrative (quantitative elements)	Annual	Cllr Judy Roberts	Cllr Andrew Crawford	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN1.6	Explore how mobile homes might be better used as affordable homes, reviewing sites and policies to ensure good use of available space	Narrative update on utilisation of mobile homes/mobile home sites or opportunities for creating such sites	1. Narrative	Annual	Cllr Judy Roberts	Cllr Andrew Crawford	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN1.7	Use Garden Villages and Towns designation as a mechanism to introduce innovative housing to meet our needs for high quality, low energy, zero-carbon homes	Narrative report on garden village and town designation utilisation and any projects which fall within this designation. Also to include initiatives which will result in low energy, zero carbon homes.	1. Narrative	Quarterly	Cllr Judy Roberts	Cllr Catherine Webber, Cllr Debby Hallett	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN2.1	Programme 2 - Adopt a policy framework that ensures those homes could be delivered in a way that supports the environment and people living healthy lives	Narrative report against the Programme aim	1. Narrative	Annual	Cllr Judy Roberts	Cllr Debby Hallett, Cllr Helen Pighills, Cllr Catherine Webber	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN2.2	Develop a s106 obligations strategy to inform negotiations between planners and developers	Narrative report on strategy development/adherance (once delivered)	1. Narrative	Quarterly	Cllr Judy Roberts	Cllr Bethia Thomas, Cllr Debby Hallett	Suzanne Malcolm	Adrian Duffield
Providing the Homes People Need	PHPN2.3	Update the CIL spending strategy and associated procedures to accelerate the delivery of local infrastructural improvements for our communities both in line with our corporate objectives and, where appropriate, to support current spending on existing infrastructure	Narrative update on CIL spend to support the delivery of local infrastructure Total CIL spend + CIL spend breakdown	2. Narrative (quantitative elements)	Quarterly	Cllr Judy Roberts	Cllr Andrew Crawford	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN2.4	Consider ways we can encourage lower-carbon construction in Vale	Narrative update to include any activity supporting lower-carbon construction in the Vale	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Judy Roberts	Suzanne Malcolm	Chris Traill
Providing the Homes People Need	PHPN2.5	Develop an affordable housing SPD. Evidence of housing needs, housing mix, self-build, rural exception sites. Include definition of 'affordable'	Narrative update on the development of an affordable housing SPD, additionally include information on planning permissions granted with affordable housing numbers	2. Narrative (quantitative elements)	Quarterly	Cllr Judy Roberts	Cllr Debby Hallett, Cllr Helen Pighills	Suzanne Malcolm	Adrian Duffield
Providing the Homes People Need	PHPN2.6	Develop a Land Use strategy to inform and guide OxPlan2050 and Vale Local Plan with proposed need for housing, retail, employment, leisure, open spaces	Narrative update on progression against stated aim of PHPN 2.6 in the corporate plan.	1. Narrative	Annual	Cllr Judy Roberts	Cllr Debby Hallett, Cllr Neil Fawcett, Cllr Bethia Thomas, Cllr Helen Pighills	Suzanne Malcolm	Adrian Duffield
Providing the Homes People Need	PHPN2.7	Update the Local Development Plan to reflect the Oxfordshire Infrastructure Strategy (OxIS) and connecting our strategic housing sites with employment land	Narrative update on progression against stated aim of PHPN 2.7 in the corporate plan.	1. Narrative	Annual	Cllr Judy Roberts	Cllr Neil Fawcett	Suzanne Malcolm	Adrian Duffield

Vale of White Horse District Council Corporate Plan Key Theme	Corp Plan ID	Stated Aim/Project description	New Measure Description	Reporting Type	Reporting Interval	Proposed Cabinet Lead	Proposed Supporting Cabinet Member	Proposed Strategic Lead	Proposed Officer Lead
Providing the Homes People Need	PHPN2.8	Update Vale's Local Plan and OxPlan2050 with modern environmental policies in support of government's and Vale's goals	Narrative update on progression against stated aim of PHPN 2.8 in the corporate plan.	1. Narrative	Annual	Cllr Debby Hallett	Cllr Judy Roberts, Cllr Catherine Webber, Cllr Neil Fawcett	Suzanne Malcolm	Adrian Duffield
Providing the Homes People Need	PHPN2.9	Develop a Housing Policy: that outlines the types of housing we are going to provide, in what mix of design and for what demographic and tenure, to inform our Local Plan and future work. Include affordable housing aspirations, consideration of an aging population, and environmental policies for housing	Narrative update on housing policy and adherance. Include quantitative measures for housing mix, tenure, and affordable and shared ownership.	2. Narrative (quantitative elements)	Quarterly	Cllr Judy Roberts	Cllr Debby Hallett, Cllr Helen Pighills	Suzanne Malcolm	Liz Hayden
Providing the Homes People Need	PHPN2.10	Work with partners to produce an Active Travel Network map of current and required coverage across the Vale to include commercial and community buses, cycle paths and storage facilities, pavements and footpaths, green and blue infrastructure, and local taxi firms. Encourage systems that increase use of the Active Travel Network	Narrative update on progress toward completion of map, once map completed, this should transition to an annual review of the accuracy of map	1. Narrative	Annual	Cllr Judy Roberts	Cllr Neil Fawcett, Cllr Helen Pighills	Suzanne Malcolm	Chris Traill
Tackling the Climate Emergency	**Row for Theme-wide measure**	**Row for Theme-wide measure**	Overall narrative report on the Activity undertaken by the Council against theme two 'Tackling the Climate Emergency'	**Theme level summary**	**Quarterly**				**Suzanne Malcolm**
Tackling the Climate Emergency	PROGRAMME 1	A climate emergency programme, focussed on what the council has control over, working towards our own targets for our own buildings, vehicles, leisure and arts centres	A narrative summary comprised of all new activity to reduce the carbon footprint of all Council assets on a quarterly basis	1. Narrative	Quarterly			Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE1.1	Develop a Climate Emergency Strategy for the Council, setting out how we will reach Zero Carbon for all Vale assets by 2030. Identify energy saving opportunities in council-owned buildings and fleets	A narrative report of activity underway to design the plan to achieve a zero carbon position for all Vale assets by 2030.	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Andrew Crawford	Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE1.2	Complete the CEAC Year One Climate Action Plan and plan for future years	Narrative report on progress	1. Narrative	Quarterly	Cllr Catherine Webber	Various	Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE1.3	Include in Councils Open Space Strategy opportunities to increase biodiversity, increase tree cover, and (other things we want to do on Council's open spaces)	Narrative report on specific opportunities which have arisen for the council to improve open spaces. Also include any additional policy developments.	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Judy Roberts	Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	**PROGRAMME 2**	**A climate emergency programme focussed on encouraging the wider district community to reduce its carbon footprint in order to meet the Climate Emergency targets**	**A narrative update of the work of the comms team in promoting measures/initiatives which will help the community to reduce it's carbon footprint.**	**1. Narrative**	**Quarterly**			**Suzanne Malcolm**	**Harry Barrington-Mountford**
Tackling the Climate Emergency	TCE2.1	Complete those tasks in Year one Climate Action Plan that have to do with reducing carbon in the wider district	Narrative report on progress	1. Narrative	Quarterly	Cllr Catherine Webber	Various	Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE2.2	Introduce policies for zero carbon construction requirements	Narrative update on progress toward design guide implementation, transitioning into review of relavent information/developments in this area	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Debby Hallett, Cllr Judy Roberts	Suzanne Malcolm	Adrian Duffield
Tackling the Climate Emergency	TCE2.3	Introduce sustainable growth and environmental policies to our Local Plan	Narrative update on the progress towards development of new local plan, specifically referring to details in TCE2.3/4	1. Narrative	Annual	Cllr Catherine Webber		Suzanne Malcolm	Adrian Duffield
Tackling the Climate Emergency	TCE2.4	Ensure our Local Plan contains polices to make new buildings carbon zero to build and to live/work in	Narrative update on the progress towards development of new local plan, specifically referring to details in TCE2.3/4	1. Narrative	Annual	Cllr Catherine Webber	Cllr Debby Hallett	Suzanne Malcolm	Adrian Duffield
Tackling the Climate Emergency	TCE2.5	Develop a year two plan with CEAC for meeting our Climate emergency goals	High level narrative on progress towards approval of two year plan	1. Narrative	Quarterly	Cllr Catherine Webber		Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE2.6	Improve how we measure air quality. Explore particulate measurement in our sensitive areas. Explore ways to publish AQ measurements in live time, so people can make decisions on whether it's healthy outside for them today	Narrative containing updates/changes to AQ monitoring techniques, an update on work with partners to monitor AQ and details of published AQ measures	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Helen Pighills	Suzanne Malcolm	Liz Hayden
Tackling the Climate Emergency	TCE2.7	Update the Air Quality Action Plans for our Air Quality Management Areas	Until funding confirmed for development of new AQAP's, narrative update on any significant deviation from last relavent AQAP. Once funding confirmed, this can report on the development of the new AQAP.	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Helen Pighills	Suzanne Malcolm	Liz Hayden
Tackling the Climate Emergency	TCE2.8	Explore setting up a Habitat Bank to deliver biodiversity offsetting requirements and facilitate tree planting	Narrative update as to progress of potential pilot and other relavent initiatives	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Bethia Thomas	Suzanne Malcolm	Harry Barrington-Mountford

Vale of White Horse District Council Corporate Plan Key Theme	Corp Plan ID	Stated Aim/Project description	New Measure Description	Reporting Type	Reporting Interval	Proposed Cabinet Lead	Proposed Supporting Cabinet Member	Proposed Strategic Lead	Proposed Officer Lead
Tackling the Climate Emergency	PROGRAMME 3	**A programme around exercising our influence with partners on wider policy, working with neighbouring authorities, lobbying Government and identifying environmental policy gaps**	**General Narrative update**	**1. Narrative**	**Quarterly**			Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE3.1	Complete the CEAC Year One Action Plan and plan for future years	Narrative report on progress	1. Narrative	Quarterly	Cllr Catherine Webber	Various	Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE3.2	Work with partners to define a waste reduction scheme: including ways to reduce bulky waste headed to landfill and reduce recycling contamination	Narrative report to outline steps to influence partners and our actions to reduce overall waste	1. Narrative	Quarterly	Cllr Catherine Webber		Suzanne Malcolm	Liz Hayden
Tackling the Climate Emergency	TCE3.3	Develop a tree-planting strategy and work with partners to plant more trees across the district	Narrative update to include development of the tree policy and subsequent activity	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Bethia Thomas, Cllr Helen Pighills	Suzanne Malcolm	Harry Barrington-Mountford
Tackling the Climate Emergency	TCE3.4	Develop a Biodiversity Net Gain Targeting Strategy and contribute to a Nature Recovery Network for Oxfordshire	Narrative update on related work, including but not limted to the work to support the Oxfordshire Plan.	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Bethia Thomas, Cllr Debby Hallett	Suzanne Malcolm	Adrian Duffield
Tackling the Climate Emergency	TCE3.5	Work with partners to provide electric charging points in Vale car parks and at our buildings, and increase charging infrastructure across Oxfordshire	A narrative update to include work to promote and develop EV infrastructure across the district. Quantitative element - breakdown of existing/planned EV charging points	2. Narrative (quantitative elements)	Quarterly	Cllr Catherine Webber	Cllr Andrew Crawford	Suzanne Malcolm	Liz Hayden
Tackling the Climate Emergency	TCE3.6	Take an active role in the Oxford-Cambridge arc to influence the inclusion of sustainable growth and environmental policies	A narrative update on the work of the Oxford-Cambridge arc and our influencing activity	1. Narrative	Quarterly	Cllr Catherine Webber		Suzanne Malcolm	Adrian Duffield
Tackling the Climate Emergency	TCE3.7	Take an active role in the Growth Deal and the Oxfordshire Plan 2050 to influence the inclusion of sustainable growth and environmental policies	Narrative report on work to support the Osfordshire Plan in acordance with TEC3.7	1. Narrative	Annual	Cllr Catherine Webber		Suzanne Malcolm	Adrian Duffield
Tackling the Climate Emergency	TCE3.8	Work with local partners and Government to encourage retrofitting houses with sustainable energy schemes; help residents take advantage of schemes that come along to help with costs	Narrative report on work influencing work, comms activity and direct engagement with residents.	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Judy Roberts	Suzanne Malcolm	Harry Barrington-Mountford
Building Healthy Communities	Row for Theme-wide measure	**Row for Theme-wide measure**	**Overall narrative report on the Activity undertaken by the Council against theme three 'Building Healthy Communities'**	**Theme level summary**	**Quarterly**				Adrianna Partridge
Building Healthy Communities	PROGRAMME 1	**Building strong communities and connections, with a sense of place and strong community identity**	**Narrative update**	**1. Narrative**	**Quarterly**			Adrianna Partridge	Harry Barrington-Mountford
Building Healthy Communities	BHC1.1	Review the use of Community buildings and other facilities owned or managed by the council to maximise usage, income for the council and ensure communities have spaces in which to come together.	Narrative update as to the progress/outcomes from the Strategic Property Review	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Andrew Crawford	Adrianna Partridge	Chris Traill
Building Healthy Communities	BHC1.2	Establish a Public Arts policy	Narrative update on the progress towards developing a public arts policy	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Debby Hallett	Adrianna Partridge	James Carpenter
Building Healthy Communities	BHC1.3	Maintain and develop the council's Community Enablement function to respond to changing needs because of Covid-19	Narrative update on relavent areas of the Council response to Covid 19 as the needs/requirements change	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Bethia Thomas	Adrianna Partridge	James Carpenter
Building Healthy Communities	BHC1.4	Work with others to promote Active Travel and support the development of Local Cycling and Walking Infrastructure plans to help shape new developments that link homes to work, recreation and social spaces within communities	Narrative report on the work with partners to promate active travel and encouragement of cycling and walking infrastructure Quantitative measure of amount of new footpaths/cyclepaths approved since last report/YTD etc.	2. Narrative (quantitative elements)	Quarterly	Cllr Helen Pighills	Cllr Neil Fawcett, Cllr Bethia Thomas and Cllr Judy Roberts	Adrianna Partridge	Chris Traill
Building Healthy Communities	BHC1.5	Develop planning policies to ensure careful consideration of the effect of air pollution on the lives of people who will live there	Narrative update to include information relavent to BHC 5.1, Quantitative measure - the number of neighbourhood plans and the stage they are current at	2. Narrative (quantitative elements)	Quarterly	Cllr Catherine Webber	Cllr Debby Hallett	Suzanne Malcolm	Adrian Duffield
Building Healthy Communities	BHC1.6	Update the Air Quality Management Action Plans for the Vale's air pollution hotspots; Work with Oxfordshire County Council to improve how we measure and report air pollution and how we will work with schools and community groups to raise awareness of our clean air campaigns	Narrative update on activity related to BHC 1.6	1. Narrative	Quarterly	Cllr Catherine Webber	Cllr Bethia Thomas, Cllr Helen Pighills	Suzanne Malcolm	Liz Hayden
Building Healthy Communities	PROGRAMME 2	**Promoting healthy place shaping and active communities, for everyone**	**Narrative update**	**1. Narrative**	**Quarterly**			Adrianna Partridge	Harry Barrington-Mountford

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Building Healthy Communities	BHC2.1	Produce an Active communities strategy; setting out how the council will work with our communities and partners and enable everyone to participate in physical activities	Narrative update on progress against strategy development and work with partners to encourage involvement in physical activities	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Bethia Thomas	Adrianna Partridge	Chris Traill
Building Healthy Communities	BHC2.2	Work with Active Oxfordshire to target get active projects in our most deprived communities	Narrative update on proposals form Active Oxfordshire	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Bethia Thomas	Adrianna Partridge	Chris Traill
Building Healthy Communities	BHC2.3	Promote use of the Council's public green spaces for exercise and activity	Narrative update on the work to promote green spaces for exercise and activity	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Bethia Thomas, Cllr Catherine Webber	Adrianna Partridge	James Carpenter
Building Healthy Communities	BHC2.4	Identify councils owned land for community gardening and allotments projects	Narrative update on the work/outcomes from the Strategic Property Review	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Andrew Crawford, Cllr Catherine Webber	Adrianna Partridge	Chris Traill
Building Healthy Communities	BHC2.5	Active engagement with the Oxfordshire Health Improvement Board and Health Overview and Scrutiny Committee to ensure the Vale has strong representation in countywide health forums	Narrative update on work with the Oxfordshire Health Improvement Board/Health overview and Scrutiny Committee	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Neil Fawcett	Adrianna Partridge	Harry Barrington-Mountford
Building Healthy Communities	PROGRAMME 3	Safeguarding and supporting our vulnerable residents	Narrative report on support provided by the VCS and potentially the number of properties approved with special adaptations (drawn from AMR data, available annually)	2. Narrative (quantitative elements)	Quarterly			Adrianna Partridge	Liz Hayden
Building Healthy Communities	BHC3.1	Work as part of the South and Vale Community Safety Partnership on the agreed priorities: tackling Domestic abuse; exploitation of vulnerable people and children (including modern slavery, county lines); and reducing knife crime, harm and vulnerability caused by drugs and alcohol	Narrative report on work with partners, to include relavent published statistics as quantitative measure for information	1. Narrative	Quarterly	Cllr Helen Pighills		Adrianna Partridge	Liz Hayden
Building Healthy Communities	BHC3.2	Develop a new framework on vulnerability, responding to changes in needs arising from the Covid-19 pandemic	Narrative update on related work	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Bethia Thomas	Adrianna Partridge	Ben Coleman
Building Healthy Communities	BHC3.3	Review and Revise the Joint Taxi Licensing Policy	Narrative update on the JTLP	1. Narrative	Quarterly	Cllr Helen Pighills	Cllr Debby Hallett	Adrianna Partridge	Liz Hayden
Building Healthy Communities	BHC3.4	Take a key role in countywide homelessness prevention and provision for young people, those with mental health conditions and review of adult homelessness pathway	Narrative update on influencing/partnership activity, new initiatives. Quantitative update on sucessful homelessness cases + other homelessness stats, TA stats including average length of stay etc.	2. Narrative (quantitative elements)	Quarterly	Cllr Helen Pighills	Cllr Judy Roberts	Adrianna Partridge	Liz Hayden
Building stable finances	**PROGRAMME 1**	**Row for Theme-wide measure**	**Overall narrative report on the Activity undertaken by the Council against theme four 'Building stable finances'**	**Theme level summary**	**Quarterly**				**Simon Hewings**
Building stable finances	PROGRAMME 1	Explore and actively consider all avenues to deliver financial stability, including maximising income available to the council	Narrative update on initiatives to deliver financial stability and maximise income across the Council	1. Narrative	Quarterly	Cllr Andrew Crawford		Simon Hewings	Simon Hewings
Building stable finances	BSF1.1	Introduce an Investment Strategy and associated Investment Policy which gives the Council greater ability to invest in a wider range of assets to maximise its return on capital and therefore improve its income	Narrative update on the introduction of an introduction of the investment strategy and subsequent decisionmaking around investing	1. Narrative	Quarterly	Cllr Andrew Crawford		Simon Hewings	Simon Hewings
Building stable finances	BSF1.2	Commit resources to identify more third-party income, including government and other grants, to help pay for our services	Narrative update as to current initiatives to increase external funding for Council activies, with details of additional resources committed to support these activities	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Catherine Webber	Simon Hewings	Harry Barrington-Mountford
Building stable finances	BSF1.3	Identify opportunities to generate additional income from our services and assets and review these annually as part of the budget setting process	Narrative describing activity/referring to programme 1 narrative	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Judy Roberts	Simon Hewings	Simon Hewings
Building stable finances	BSF1.4	Review the schedule of existing contracts to identifying opportunities for rationalisation and savings	Narrative update initially detailing BAU activity to support this aim, until specific project is kicked off at which point reporting would be based on the project activity	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Debby Hallett, Cllr Catherine Webber	Simon Hewings	Simon Hewings
Building stable finances	BSF1.5	Upgrade the council's finance IT systems to improve functionality and support in-year budget monitoring	Narrative report on the implementation of new systems, and then a yearly light-touch review	1. Narrative	Annual	Cllr Andrew Crawford	Cllr Debby Hallett	Simon Hewings	Simon Hewings
Building stable finances	BSF1.6	Lobby for the ability to set our Council Tax at a level that can sustain council services while seeking opportunities to reduce council tax for those on the lowest incomes	Narrative report covering external influencing/lobbying work (and work with partners) and additionally, relavent information pertaining to Council Tax decisions within the Council.	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Neil Fawcett	Simon Hewings	Harry Barrington-Mountford

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Building stable finances	BSF1.7	Lobby for a fairer distribution of government funding and more devolution of funding to councils to sustain essential local services	Narrative report detailing lobbying activity over the period and any successes occuring as a result	1. Narrative	Annual	Cllr Andrew Crawford	Cllr Neil Fawcett	Simon Hewings	Harry Barrington-Mountford
Building stable finances	**PROGRAMME 2**	**Make effective use of the council's assets acting in a manner that ensures the long-term financial viability for the benefit of our residents and the environment**	**Narrative report on the progres of the Strategic Property review and other relavent initiatives**	**1. Narrative**	**Quarterly**			**Suzanne Malcolm**	**Chris Traill**
Building stable finances	BSF2.1	Develop a comprehensive and ethical Procurement Policy that reflects our corporate goals and aims	Narrative update reporting on completion of activity and an annual review of success	1. Narrative	Annual	Cllr Andrew Crawford	Cllr Debby Hallett	Simon Hewings	Simon Hewings
Building stable finances	BSF2.2	Conduct a Strategic Property Review to identify opportunities to enhance, redevelop, transfer the councils assets to maximise income and/or benefit to the district	Narrative report on the progress of the SPR	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Helen Pighills, Cllr Catherine Webber, Cllr Judy Roberts	Simon Hewings	Chris Traill
Building stable finances	BSF2.3	Complete an asset management plan to provide a comprehensive policy to inform how assets may be most efficiently maintained	Narrative report on progress of this within the SPR	1. Narrative	Quarterly	Cllr Andrew Crawford		Simon Hewings	Chris Traill
Building stable finances	BSF2.4	Undertake a full review of all leases and licences to ensure council income is collected when due and maximised	Narrative report on progress of this within the SPR	1. Narrative	Quarterly	Cllr Andrew Crawford		Simon Hewings	Chris Traill
Building stable finances	BSF2.5	Undertake a detailed review of the financial position of the Beacon in Wantage and determine what changes to its operations can be made to improve its viability	Narrative update on the review of financial position of the Beacon	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Helen Pighills	Simon Hewings	Chris Traill
Building stable finances	BSF2.6	Insource our grounds maintenance and public conveniences contracts to save funds and increase flexibility over how our public spaces are used and managed	Narrative update on the activities of the new insourced team and the initiatives being undertaken	1. Narrative	Quarterly	Cllr Andrew Crawford	Cllr Debby Hallett, Cllr Judy Roberts	Simon Hewings	Liz Hayden
Working in Partnership	**Row for Theme-wide measure**	**Row for Theme-wide measure**	**Overall narrative report on the Activity undertaken by the Council against theme five 'Working in partnership'**	**Theme level summary**	**Quarterly**				**Suzanne Malcolm**
Working in Partnership	PROGRAMME 1	Work in partnership to influence and shape regional and national agendas to maximise opportunities for our communities and businesses	Narrative report on work with partners across the organisation which will maximise opportunities for communities and businesses	1. Narrative	Quarterly			Adrianna Partridge	Harry Barrington-Mountford
Working in Partnership	WIP1.1	Create a partnerships protocol. Map our current partnerships and assess the effectiveness of each. clarify which local, regional, and national partnerships Vale needs to have an active presence in and focus resource accordingly.	Narrative update on the position of this work and an annual review after it's completion	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Neil Fawcett	Adrianna Partridge	Harry Barrington-Mountford
Working in Partnership	WIP1.2	Develop an enhanced consultations strategy and process to ensure we respond to consultations and proactively lobby national government and other bodies on matters that impact our corporate priorities	Narrative update on proactive work to lobby govt and key organisations, update on key consultations responded to within the period. Quantitative -- Nuumber of consultations replied to.	2. Narrative (quantitative elements)	Quarterly	Cllr Neil Fawcett	Cllr Bethia Thomas	Adrianna Partridge	Harry Barrington-Mountford
Working in Partnership	WIP1.3	Create a framework that sets out how we will engage with developers, other councils, and members to maximise opportunities for our priorities to shape development	Narrative update on the work of planning and engagement activity	1. Narrative	Quarterly	Cllr Judy Roberts	Cllr Bethia Thomas, Cllr Neil Fawcett	Suzanne Malcolm	Elliot Ward
Working in Partnership	WIP1.4	Work with businesses to undertake economic development review to ensure that council is providing support to SMEs, homebased businesses, supporting skills development, and ensuring that businesses are playing a role in place making	A narrative report of activity to undertake an economic development review and details of how the Council is supporting SME's at this time. Quantitative information from CRM detailing number of businesses engaged with	2. Narrative (quantitative elements)	Quarterly	Cllr Bethia Thomas		Adrianna Partridge	Chris Traill
Working in Partnership	WIP1.6	Strengthen any existing network of local business groups to increase awareness of the council's ED programmes and communication throughout the district	Detail engagement with small business newsletter, number of recipients, clickthrough	3. Quantitative	Quarterly	Cllr Bethia Thomas		Adrianna Partridge	Chris Traill
Working in Partnership	WIP1.5	Input into countywide and Arc-wide economic recovery plans to maximise understanding of the local impact of Covid-19 and to help shape the support available to our local economy	Narrative update on activity supporting WIP 1.5	1. Narrative	Quarterly	Cllr Neil Fawcett	Cllr Judy Roberts, Cllr Bethia Thomas	Mark Stone	Chris Traill
Working in Partnership	WIP1.7	Work with Oxfordshire County Council to introduce civil parking enforcement for the Vale	Narrative update on progress in this area, if impacts are seen in other areas as a result of this activity, those impacts should be included (PnD parking income for example)	1. Narrative	Annual	Cllr Neil Fawcett	Cllr Andrew Crawford	Suzanne Malcolm	Liz Hayden

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Working in Partnership	PROGRAMME 2	Work with and support our residents, businesses and communities to effect and enable change	Narrative update on work with Parish Councils, particularly relating to the transfer of management of assets. Update on other activity that directly supports residents and business effecting change. Quantitative elements - number of neighbourhood plans adopted, number of community initiatives undertaken, breakdown of assets where management has been transferred	2. Narrative (quantitative elements)	Quarterly			Adrianna Partridge	Harry Barrington-Mountford
Working in Partnership	WIP2.1	Support new business start-ups and support schemes for businesses and residents through post Covid-19 economic recovery initiatives, by implementing the "Opening Up High Streets Safely Fund" and associated schemes	Narrative update on support schemes for businesses and residents. Updates on any relevant schemes should be included	1. Narrative	Quarterly	Cllr Bethia Thomas		Suzanne Malcolm	Chris Traill
Working in Partnership	WIP2.2	Find ways to elevate the understanding of and promote Neighbourhood Plans in planning decisions with a review of development appraisal and communications with all parties prior to an application coming to committee	Narrative update on activity to support and promote Neighbourhood plan adoption. Quantitative measure - number of Neighbourhood plans adopted	2. Narrative (quantitative elements)	Quarterly	Cllr Bethia Thomas		Suzanne Malcolm	Adrian Duffield
Working in Partnership	WIP2.3	Review the planning committee process to identify ways to maximise public understanding, engagement and participation as well as supporting member input into the committee meetings with opportunities for training and development	Narrative update on activities to review and promote the activities and understanding of the planning committee. Quantitative elements - Online engagement figures relating to the planning portal/planning sections of the website.	2. Narrative (quantitative elements)	Quarterly	Cllr Bethia Thomas		Suzanne Malcolm	Adrian Duffield
Working in Partnership	WIP2.4	Review developer contribution collection and spend policy and improve ward member and parish council involvement with a clear timetable that is triggered by officers, with improved communication from the council	A narrative update on activities relating to the spend of CIL Quantitative element - Breakdown of CIL spend by type/amount/area	2. Narrative (quantitative elements)	Quarterly	Cllr Judy Roberts	Cllr Bethia Thomas, Cllr Andrew Crawford	Suzanne Malcolm	Chris Traill
Working in Partnership	WIP2.5	Refresh our community grants scheme and introduce a Community Lottery to raise funds for groups to develop in line with our corporate objectives	Narrative report on activity relating to new community grants, information relating to the implementation of the Community Lottery, and once implemented performance metrics	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Neil Fawcett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	Row for Theme-wide measure	Row for Theme-wide measure	Overall narrative report on the Activity undertaken by the Council against theme five 'Working in partnership'	Theme level summary	Quarterly				Adrianna Partridge
Working in an Open and Inclusive way	PROGRAMME 1	Improve our use of technology to increase understanding and access to what we do, how we work and the decisions we make.	Narrative update on any work relating to technological implementation/adaptation and processes making greater use of existing technhology to bring about efficiency or increase accessibility.	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Debby Hallett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI1.1	Provide and maintain a new Vale website with increased accessibility to services and information, on multiple devices	Quantitative report on website usage	3. Quantitative	Quarterly	Cllr Bethia Thomas	Cllr Debby Hallett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI1.2	Develop our use of social media platforms to reach and engage with more residents and local businesses	Narrative report on new social media initiatives Quantitative report on social media engagement	2. Narrative (quantitative elements)	Quarterly	Cllr Bethia Thomas	Cllr Neil Fawcett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI1.3	Introduce live streaming and recordings of public meetings to increase accessibility and understanding of the democratic process	Number/Percentage of public meetings streamed live Number/percentage of public meetings available to watch online	3. Quantitative	Quarterly	Cllr Emily Smith	Cllr Debby Hallett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI1.4	Review the current use of online surveys assessing their take up over time, and by subject, as well as reviewing survey design	Narrative update on survey utilisation/progress towards this review/details of any particularly sucessful surveys	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Neil Fawcett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	PROGRAMME 2	Increase meaningful engagement and communication with everyone	Narrative update on successful communication initiatives	1. Narrative	Quarterly			Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI2.1	Ensure the creation of community liaison groups form part of all early stages of development planning, to understand local infrastructure needs and support community cohesion	Narrative update on the creation and utilisation of community liaison groups and the development of the policy Quantitative measure - number of community liaison groups	2. Narrative (quantitative elements)	Quarterly	Cllr Bethia Thomas	Cllr Judy Roberts	Adrianna Partridge	James Carpenter

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Working in an Open and Inclusive way	WIOI2.2	Refresh Town and Parish Forums so they are more interactive and useful for communities and develop the Connecting Communities Policy	Narrative update on Town and Parish Forums and the development of the connected communities policy	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Helen Pighills	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI2.3	Work with communities, schools and other local organisations on shared campaigns and initiatives that help further our corporate objectives	Narrative update on comms and engagement activities which interface with communities, schools and other local organisations	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Helen Pighills	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI2.4	Reinstating residents surveys in a refreshed form - deliver effective ways for the public to have their say, to reach more people, mechanisms for feedback, more timely dialogue, educate and provide subject matter information to facilitate opinions being more informed	Narrative update to be provided on the progress of this work	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Neil Fawcett	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI2.5	Explore initiatives to increase voter registration and turnout levels at elections, especially amongst young people	Narrative update on individual initiatives and opportunities to encourage voter registration	1. Narrative	Quarterly	Cllr Emily Smith	Cllr Helen Pighills	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	WIOI2.6	Ensure council's consultations engage specifically with young people and other under-represented groups	A narrative report with input from the engagement/comms teams and the equalities officer on activity to encourage these groups	1. Narrative	Quarterly	Cllr Bethia Thomas	Cllr Emily Smith	Adrianna Partridge	James Carpenter
Working in an Open and Inclusive way	**PROGRAMME 3**	**Strengthen our governance framework and address our policy gaps, improving transparency**	**Narrative update on policies/strategies currently in development/awaiting approval/recently approved.**	**1. Narrative**	**Quarterly**			**Adrianna Partridge**	**Harry Barrington-Mountford**
Working in an Open and Inclusive way	WIOI3.1	Work to adopt new CIPFA financial management code to enhance our financial governance	Narrative update detailing the elements of the code which have been implemented, which are underway and which are yet to be started	1. Narrative	Quarterly	Cllr Andrew Crawford		Simon Hewings	Simon Hewings
Working in an Open and Inclusive way	WIOI3.2	Council reporting and decision-making templates to include impact on the climate emergency	Narrative update on significant decisions which have key environmental considerations, additionally any updates to key policies which have an focus on the climate emergency	1. Narrative	Annual	Cllr Debby Hallett		Adrianna Partridge	Margaret Reed
Working in an Open and Inclusive way	WIOI3.3	Review the councils constitution and scheme of delegation annually	Narrative update with the outcome of the review	1. Narrative	Annual	Cllr Debby Hallett		Adrianna Partridge	Margaret Reed
Working in an Open and Inclusive way	WIOI3.4	Increase and improve publicly available information – e.g.- code of conduct complaints (decision noted) FOIs (responses), corporate complaints (data)Improve accessibility of corporate information through publishing on our website	Narrative update on relavent reviews/newly available information/website improvements and metrics Quantitative - FOI/Complaints data	2. Narrative (quantitative elements)	Quarterly	Cllr Debby Hallett		Adrianna Partridge	James Carpenter

Interim Performance Report

Vale of White Horse District Council

Corporate Plan 2020-24

May 2021

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 performance indicators will be measured for the council via quarterly and annual corporate plan performance reports. The reports will be subjected to a review process by the council's senior management team, Climate Emergency Advisory Committee, Scrutiny Committee and Cabinet, and then published on the council's website. It should be noted that:

- The new corporate plan came into effect in October 2020;

- Some of the themes in the new corporate plan relate to new priorities;

- The updates used in this document will not necessarily be the same as will appear in the quarterly corporate plan performance reports; and

- The corporate approach to performance is currently being redesigned.

Many of our services are provided through contractors, and the performance of our five major contractors is monitored through an annual review and report to the council's Joint (with South Oxfordshire District Council) Scrutiny Committee.

Corporate Plan 2020-24

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

- Providing the homes people need

- Tackling the Climate Emergency

- Building healthy communities

- Building stable finances

- Working in partnership

- Working in an open and inclusive way

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

Feedback from residents and partners was that the council needed to focus on new priorities such as tackling climate change, building healthy communities and working in an open and inclusive way.

Although work is underway on these new 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 are working to position ourselves to respond to the changing landscape we operate within. This has meant we have had to prioritise what we want to deliver. Some of the corporate plan projects have now been included in our budget for the year ahead, whilst others require more detailed scoping and consideration.

The Plan was developed during the COVID-19 pandemic and reflects the need to focus on a sustainable recovery that prioritises community well-being and resilience as well as economic prosperity. Therefore, we will include an update going forward on our work to recover from the COVID-19 pandemic as we monitor the performance of the Plan.

This report provides a summary of activity since the Plan was adopted in October 2020.

COVID-19 – Community Hub and roadmap

The continuing impact of the pandemic on the council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise. In those cases, the appropriate risk assessments are taken, and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities during this time.

We are continuing to help residents and businesses. The Community Hub puts residents in touch with a network of volunteer groups and organisations to help with food, medicine and friendly phone calls. In urgent cases, support is available for food and prescription deliveries. A total of 397 food parcels have been delivered to residents since the start of the pandemic, and 498 medicine collections took place across both South Oxfordshire and the Vale of White Horse. This builds on a range of information and advice available for the public and businesses on our website, such as how to book a vaccination and how to obtain financial support.

As well as dedicating significant officer resource to the pandemic, the council has also made its buildings available, including for the creation and operation of the community hub. The Beacon in Wantage from February 2021 is being used as a Covid-19 testing site for public-facing workers and volunteers who are not displaying symptoms. We have worked closely with partners across Oxfordshire to help set up this rapid symptom-free testing site to help stop the spread of the virus, protect the NHS and vital social care services, and ultimately to save lives.

We're working with our partners at the county and district councils, local GPs and the Oxfordshire Clinical Commissioning Group (CCG) on a COVID-19 vaccination outreach scheme. There are a range of reasons why people might not have responded to their invitation to arrange a vaccination - from difficulties in booking an appointment or arranging transport, to hesitancy or misunderstandings about the vaccine. Our officers will be providing the people they speak to with help to book an appointment, arrange transport, or simply offering information and advice in a format agreed with our NHS colleagues. We are using the feedback we're getting from residents and the outcomes

of visits to help build up a detailed picture of why people may be not taking up the opportunity of vaccination.

We hope this outreach programme will be a valuable tool in ensuring that everyone who wants the vaccine can be supported to get it and that nobody gets left behind in the rollout of Oxfordshire's vaccination programme. The outreach scheme has been recognised by Oxfordshire CCG and the NHS regional team as an exemplar piece of novel work that has increased uptake within our communities.

We have also visited 268 people across South Oxfordshire and the Vale of White Horse who the NHS test and trace national system has been unable to reach. The employment of two Government funded COVID-19 Compliance Marshals has enabled us to encourage and support businesses to trade in a 'COVID-19 secure' manner, and to provide further advice to the public. So far, **£28.2 million** has been paid in financial support to businesses in Vale of White Horse, through a range of HM Government grant schemes.

As part of the council's initial response to the pandemic, each councillor was provided with £2,000 for them to spend directly to support communities trying to respond to the crisis.

As the COVID-19 vaccination programme continues to progress well, our frame of thinking is moving to the medium/longer-term. The Oxfordshire Economic Recovery Plan has been developed and we will soon be developing the council's plan, that will provide a route map for recovery from the COVID-19 pandemic, and the impact it has had on our residents, the council and businesses.

Theme 1 Providing the homes people need

Our challenge is to find ways to provide more genuinely affordable housing, including housing for social rent, to better provide for the needs of the Vale residents, we aim to provide a mix of tenures in each development to build sustainable homes in balanced and sustainable communities and use our influence on decision makers, where the responsibility lies outside of Vale.

The Vale of White Horse District's Local Plan is divided into two parts: Local Plan 2031 Part 1 was adopted at Full Council in December 2016; and Local Plan 2031 Part 2 was adopted by Full Council on Wednesday 9 October 2019.

Going forward, the Vale have agreed to develop a future joint Local Plan for the area to reduce costs and help the councils meet their ambitious targets for making the two districts carbon neutral.

Local Plans are used to help determine planning applications and set out how and where new housing developments should take place, along with identifying the infrastructure needed to support them. They also set out policies on what kind of housing is appropriate and acceptable; what the local requirements for affordable housing are; and can even set requirements on the energy-efficiency levels of new developments.

Both councils have committed to do everything they can to address the climate and ecological emergency, and officers advised that the consensus on these issues makes this a rare opportunity to create a joint Local Plan.

The advantages include the planning issues in the two districts are quite similar, like the need for carbon reduction, affordable housing and new and improved infrastructure, and so a joint plan would be able to address these issues in a co-ordinated way.

There will also be cost savings by producing one plan for both districts because there would be one set of evidence studies, one local plan examination and one Planning Inspector not two.

After the first two years we have seen good progress towards the targets in all parts of the Oxfordshire Housing and Growth Deal, though the COVID-19 pandemic is having a significant impact on growth and development which prompted a review of all areas of activity. It is still anticipated that the Oxford to Cambridge Arc will be a major government focus for economic recovery.

In March 2021, our building control service were awarded the quality mark ISO 9001 for their provision of public sector building control and public protection services.

Building control is a service that checks that structures and buildings are constructed or modified to meet Building Regulations standards to make sure that the minimum standards to protect people's safety, health and welfare in and around buildings can be achieved.

An important part of their work is to help improve energy efficiency, protect and enhance the environment and promote sustainable development.

This quality mark is a fantastic achievement for our building control team and demonstrates our commitment to providing a quality service for residents. Ensuring the safety of all building work, whether on our homes, public buildings or commercial properties is a vital role for the communities we serve.

Our Planning Service are also reviewing our adopted design guide (2016). This will help further improve the quality of new development and to mitigate climate change. The Climate Emergency Advisory Committee are involved in this project and have provided some recommendations to officers.

In our Corporate Plan 2020-24 we set out to explore a council-owned holding company or vehicle, to focus on delivering a wide range of regeneration and community benefits including housing, community facilities, land maintenance and health. We have made good progress and have undertaken an appraisal of options that sets out the specific levers and characteristics that may be available to us to do this.

Theme 2 Tackling the Climate Emergency

The council is proud of its record on waste and recycling. We have achieved efficiencies in our contract and maintained consistently high levels of recycling and customer satisfaction with the service provided.

In February 2019 the council declared a Climate Emergency which was followed by a pledge to become a carbon neutral council by 2030 and a carbon neutral district by 2045. A Climate Action Plan for 2021-24 has been developed and an annual climate action work programme approved. We have completed baseline reviews and scenario modelling to enable the development of a robust climate action plan.

While the COVID-19 pandemic created many challenges in 2020/21, there were also some positive outcomes, including a reduction in the council's carbon emissions. The table below shows the key operational areas in which emissions reductions were made in the first three quarters of 2020/21.

Vale of White Horse CO_2 emissions (tonnes) Quarter 1 to Quarter 3				
	2019/20	2020/21	Change on 2019/20	% change on 2019/20
Leisure Centres	1,125	450	-675	-60.00%
Council Offices	67	50	-17	-25.37%
Beacon	45	28	-17	-37.78%
Staff Mileage	24	11	-13	-54.17%

The leisure centre reductions can be attributed exclusively to closures due to COVID-19 related closures and restricted access. We know that sustained reductions will only be achieved through the implementation of decarbonisation projects. We have made great progress on this and have been successful in obtaining £361k of external funding from the Public Sector Decarbonisation Scheme for installation of low carbon and renewable energy at Faringdon Leisure Centre. The project will involve the full refurbishment of the heating system on both the wet and dry sides of the leisure centre, with the replacement of the gas boilers with air source heat pumps, together with solar panels to generate renewable electricity on site to power the new heat pumps. The project will deliver annual energy savings of 450,000 kwh - which is the equivalent of powering around 120 houses!

We will continue to explore further opportunities to secure external funding to further reduce our building emissions.

For office and staff related emissions there is an opportunity to consolidate some of the emissions reductions into longer term adjustments to working arrangements. Though it should be noted that carbon emission savings from the council buildings will have transferred to some extent to individual officer's homes.

We have secured county wide funding from Green Homes Grant Local Authority Delivery Scheme in February 2021. At least 150 homes across Oxfordshire will be made more energy efficient because of the successful county-wide bid for £1.5 million of government funding. The county council will be working together with expected delivery partner the National Energy Foundation (NEF) to help less well-off

households retrofit their homes with energy saving equipment – cutting families' fuel bills while at the same time helping to reduce the county's carbon footprint.

NEF, a registered charity with expertise in energy efficiency and fuel poverty, will work with the county's five city and district councils (Cherwell, Oxford City, South Oxfordshire, Vale of White Horse and West Oxfordshire) to identify properties that fit the criteria.

Following feedback from the review into their operations, The Oxfordshire Growth Board has established an Environment Advisory Group to complement their work. This group will advise (i.e. non decision making) and provide strategic oversight of Growth Board work, provide a read across and challenge to ensure synergies between Oxfordshire strategies and develop proposals for addressing these strategic gaps lobbying for and gaining HM Government support for addressing environmentally issues for Oxfordshire at scale. The Vale of White Horse will have a Cabinet Member representative on the group. It is anticipated that this group will join up with the Oxford Cambridge arc leaders group and its Senior Responsible Officer will be involved in the arc environment working group ensuring effective collaboration on both strategic programmes in Oxfordshire.

Cabinet has endorsed the Oxfordshire Electric Vehicle (EV) Infrastructure Strategy to ensure that anyone wishing to buy an EV will have access to convenient charging facilities. A Park and Charge project will install EV chargers in five public car parks this year.

Recycling rates are high, and we have been in the top five of all English councils for recycling for several years. During 2019/20 (the latest year for which DEFRA figures are available), we achieved a recycling rate of 63.3% per cent, which was third highest of all English councils; 62.5% was achieved in 2018/19.

New website content on climate action has been launched to promote and raise awareness of the Climate Emergency and provide advice and support to residents and businesses. We have amended our decision-making templates to include climate and ecological implications to embed the Climate Emergency at the heart of our decision-making. This year's Town & Parish Council Forum is titled 'Climate Action – how can we take action together' and will discuss how to work together on making the district carbon neutral by 2045.

The Council are working with the operators of Milton Park (MEPC) to respond to the Climate Emergency and create healthy communities by bringing more sustainable investment, creating 10,000 new high value science and technology jobs. The review of the Milton Park Local Development Order, is part of our Science Vale strategy to provide an attractive environment for start-up businesses to grow and businesses to relocate -helping to create new jobs in science and technology, and other sectors. The Council supported by MEPC will carry out a public consultation later this year on the proposed modifications before they are considered by the council.

Theme 3 Building Healthy Communities

Since the outbreak of the pandemic, our COVID -19 response has been integral to supporting businesses and communities in the district. The Community Hub has

supported hundreds of residents across the district whilst also encouraging patients who have been invited for a vaccine and not accepted the offer. So far, a total of **£28.2 million** has been paid in financial support to businesses in the Vale of White Horse, through a range of HM Government grant schemes. The work on the Oxfordshire and local Economic Recovery Plan will provide an economic route map for recovery from the COVID-19 pandemic.

A part of our Covid-19 response - we supported a number of community groups (a network) and will be exploring how to develop this further. Work is also underway to further adapt the council's Community Enablement function to respond to changing needs because of Covid-19 and a new framework, responding to changes in needs arising from the Covid-19 pandemic.

Work has commenced on the concept of healthy place-shaping to create sustainable well-designed communities where healthy behaviours are the norm. We will develop a collaborative policy and influencing framework to wrap around and support local areas and continue to attend the Oxfordshire Health Improvement Board and Oxfordshire Health Overview and Scrutiny Committee to ensure the council aligns and contributes to health and wellbeing in its broader sense.

The Science Vale Cycle Network (SVCN) has received a £5.8 million investment, with construction now taking place to improve the routes. Five cycle routes are now complete and more than 10km of cycle and pedestrian paths are now open. These routes link all the key employment zones including Harwell Campus, Milton Park and Culham Science Centre with Abingdon, Wantage and Didcot, inclusive of Didcot Parkway. The second phase of the SVCN will be advanced in the upcoming year, as well as pushing forward a Local Cycling and Walking Infrastructure Plan (LCWIP) for Didcot. Our Didcot Garden Team have implemented a range of other projects including an arts and culture map trail project, a Pop-Up spaces project and the introduction of Street Tag - a fun, free smartphone app that offers rewards for exercise. Through our Active Communities Team, we offered out-reach to promote activity across the district, for example organising health walks, when COVID-19 restrictions have allowed.

Following government advice that leisure centres can start to reopen in the Vale of White Horse, the council and their leisure contractor GLL, which runs the Better leisure centres across the districts, have agreed on a phased approach to re-opening. The councils have already resumed some of their outdoor sessions, such as Nordic Walking, and these are also following strict COVID-19 rules. In line with the government restrictions the council will also take a phased approach to re-opening their outdoor pool, at Abbey Meadows in Abingdon. Last year both pools remained shut as a result of the lockdown restrictions. The current plan is to open the pools for the summer season. This is subject to continued progress towards the government's roadmap out of lockdown.

Though by carrying out a Lockdown Lifestyle survey with our Active Communities team, in which nearly 1,800 respondents told us how the first lockdown affected their physical and mental health we know the way residents want to keep active has changed and we will be working to incorporate this feedback.

Work is also underway with local partners to transfer civil parking enforcement responsibility from Thames Valley Police to the district.

We have also made changes to the way the council spends Community Infrastructure Levy (CIL) funds which will mean that money secured from housing developments in the district will be released for projects that make a significant difference to communities and help fulfil the priorities outlined in the Corporate Plan 2020-24.

As part of our commitments to help the districts become carbon neutral, we have struck up a new partnership to help local businesses reduce their carbon footprint. We're aiming for an ambitious net-zero target in Vale of White Horse and our businesses have an important role to play in achieving this goal. As strategic partners, the council will be working with Oxfordshire Greentech to help connect businesses with specialist suppliers, customers and support organisations, and access funding streams and networking opportunities to help them minimise their emissions and impact on the environment. The councils' South and Vale Business Support team will be partnering with the countywide network organisation to host events to show businesses how they can recycle more and reduce waste, how to incorporate sustainable procurement in their processes and to build in sustainability training.

We have a long history of supporting communities to help themselves through grant funding for projects.

Theme 4 Building Stable Finances

At the time of developing the Corporate Plan 2020-24 the pandemic has cost, and lost, the council money. Many years of austerity before that, as well as a failure to increase council tax in line with growing costs, makes it hard to balance the books.

Over a number of years, the council has made significant savings through joint working, especially with our close partner South Oxfordshire District Council, with whom we have saved costs on staffing, contracts and office accommodation.

This type of innovative joint working, along with sound financial management, has helped to keep costs down and meant that we are able to keep the cost of council tax to our residents low.

In recent years the level of council tax has been kept low, from £123 for a band 'D' property in 2011/12 to £141.69 for 2021/22. This is the fifteenth lowest of all shire district councils.

We measure a number of key income streams, to ensure that we are both maximising income and understanding early where external factors might impact on budgets. During 2020/21:

- Planning income totalled £1.16 million against a budget of £1.83 million, this compared to income of £1.27 million in 2019/20.

- Land charges income totalled £245k compared to £223k in the previous year.

- Car parking income totalled £241k compared to £476k in the previous year.

- The New Homes Bonus paid to the council for 2021/22 will be £4.56 million, compared to an average of £1.11 million, putting us first out of all 181 current shire district councils

- Our Council Tax collection rate of 98.27 per cent put us joint 60th with one other council when ranked against all 188 shire district councils existing at end March 2020 (the latest data available).

The development of our innovative Transformation Strategy will diversify our revenue streams, improve effectiveness and secure our on-going viability. We are exploring scope for improved IT systems including for finance, accounting and payment solutions. These will improve efficiencies, leverage digital opportunities and meet requirements for modern government and planning processes. Our ResolvIS project will provide further automation of the revenues & benefits service and greater self-service for customers and improve operational efficiency and user experience. We are also exploring new revenue streams including for renewable energy and other land projects, such as exploring revenue generation opportunities from a Wind Solar Farm.

The council's new corporate focus on securing external funding will be implemented through the further development of our External Funding Framework. This framework builds on our recent success by securing funding as part of HM Government Public Sector Decarbonisation Scheme.

Our Strategic Property Review, development of an enhanced property and asset records and databases, along with our One Public Estate project will embed strong stewardship of all council assets including property and financial investments. The Strategic Property Review has taken longer than anticipated as our surveyors have been reviewing all of our assets thoroughly and also looking for any opportunities for environmental upgrades.

We are developing a new Procurement Strategy which will provide additional opportunities for savings and efficiencies and continue to lobby for a fairer distribution of government funding and more devolution of funding to councils to sustain essential local services.

Theme 5 Working in partnership

We continue to nurture existing local partnerships and develop new connections with people, groups and businesses across the Vale. Our COVID-19 community response has further fostered links with a range of organisations such as charities and community groups for support and NHS partners to facilitate the roll out of COVID-19 vaccinations across Oxfordshire. We want to harness these opportunities and build longer lasting partnerships, now we have demonstrated what we can do when we come together as a collective.

We are actively engaged in countywide and Arc-wide plans including economic recovery plans to maximise understanding of the local impact of COVID-19 and to help shape the support available to our local economy. We have just agreed a joint strategic vision for long term sustainable development across the County with all Oxfordshire local authorities. This sets out what the future growth in Oxfordshire should look like based on improving social, environmental and economic wellbeing for all.

We will engage with residents as this plan progresses to ensure our work remains rooted in the communities we serve. The future development of an enhanced consultations strategy and process to ensure we respond to consultations and proactively lobby national government and other bodies on matters that impact our corporate priorities, will support our work. This will be further enhanced by the development of a Partnership Protocol, mapping out our current local, regional and national partnerships to ensure the Vale has an active presence and appropriate resources.

Theme 6 Working in an open and inclusive way

The Council are developing a new Performance Management Framework to further enhance residents' and partners' ability to see progress on implementing our priorities set out in the Corporate Plan 2020-24 and recognise cross-departmental working ensuring that council departments work collaboratively to deliver best outcomes for residents.

We have completely rebuilt and relaunched our websites to make them easier to use for everyone, including those who are new to interacting with the councils online and those who have accessibility challenges, like visual impairments. We have used direct and effective communications tools to keep all of our communities, staff, councillors, partner organisations and volunteer groups well-informed on a daily basis during the height of the pandemic. We used highly engaging digital communications to get across complex messages to both inform, educate and reassure the general public and other customers about the COVID-19 pandemic.

We have also had around 11,300 views of our committee meetings for South Oxfordshire District Council and the Vale of White Horse District Council since they started online at the beginning of the pandemic. The High Court have now ruled on whether or not virtual committee meetings could continue, and the news is that 'primary legislation' is required to continue with this approach.

This means the council will be returning to face-to-face committee meetings after the elections in May. The councils have been planning for this outcome for some time and need to finalise and implement the necessary arrangements.

We'll have further information on the arrangements for this soon and will provide briefings throughout May, particularly around how it will work for staff who need to attend committee meetings and residents that would like to participate.

HM Government are consulting on whether to legislate for virtual meetings in the future, having acknowledged the increased participation overall and the environmental benefits of this approach.

We also used innovative communication methods to educate residents about day-to-day council work, including providing an online educational recycling quiz, which more than 2,000 people took part in.

We have put a new post in place for a senior officer to lead the improvement of our online and digital communication and engagement to ensure the councils don't stand still, but continually innovate and develop how our communities interact with us.

We've carried out 55 consultations, surveys and other engagement projects. This includes 24 statutory consultations, and 12 pieces of internal engagement with staff and councillors.

Over 1,700 people responded to our public consultation on the corporate plan proposals for both South Oxfordshire and the Vale of White Horse District Councils, which helped shape the councils' key priorities for the next four years, by far the most responses we've had to a corporate plan consultation for at least 10 years. Our consultation and engagement work helped shape and ratify updated and amended council policies, including statutory documents like our Off-Street Parking Orders and our Statement of Community Involvement for Planning.

We are using feedback to help shape the some of the councils' response to COVID-19 too, by carrying out a Lockdown Lifestyle survey with our Active Communities team, in which nearly 1,800 respondents told us how the first lockdown affected their physical and mental health.

Furthermore, we are continuing to use technology to engage with partners including through Didcot Garden Town Parish Councils Sounding Board and a Town and Parish Council virtual tour and climate change session.

The Council has also introduced external consultation tracking mechanisms earlier this year as a part of our aim to give greater strategic oversight and make sure we are having as much influence as we can. The council responds to consultations on proposed changes in policy and operations from a number of different sources. Adding increased co-ordination and tracking to this work will ensure the council can best make their voice heard, whether we can strengthen our voice by exploring joint submissions or working more closely with the Local Government Association and District Council Network where they are preparing a submission and help us to decide whether there is adequate value in responding to some consultations at all.

We have responded to nine non statutory consultations across a range of issues, including the National Planning Policy Framework and National Model Design Code, Local Transport Connectivity Plan and the future of the New Homes Bonus funding consultation.

We are also currently developing a Grants Policy to support the corporate plan and encourage diversification of funding streams for voluntary and community sector groups.

This report presents an interim summary of actions towards the priorities in the Corporate Plan 2020-24.

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