2021/22
Annual Corporate Performance Review

Vale
of White Horse
District Council

Contents

Introduction: How performance is measured

The council's activities are guided by our four-year corporate plan for 2020-2024, and by fulfilling our statutory responsibilities. Key measures will be reviewed and reported via quarterly and annual corporate plan performance reports. The reports will be subject to an approval process overseen by the council's senior management team, Scrutiny Committee, Climate Emergency Advisory Committee and Cabinet, this will ensure the necessary checks and balances are in place around monitoring, evaluation, decision-making and policymaking and then published on the council's website.

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

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

Performance management is about having the information needed to allow us to quickly take action if service delivery or outcomes against the Council's themes as set out in the Corporate Plan 2020-24 are not as expected. This action may be at individual, service, or thematic level.

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

The Performance Management Framework has enabled the council to maximise the value in our data and information, by making all our performance reports publicly available.

To see all quarterly Corporate Performance reports, please visit the website

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

1. Providing the homes people need
2. Tackling the Climate Emergency
3. Building healthy communities
4. Building stable finances
5. Working in partnership
6. Working in an open and inclusive way

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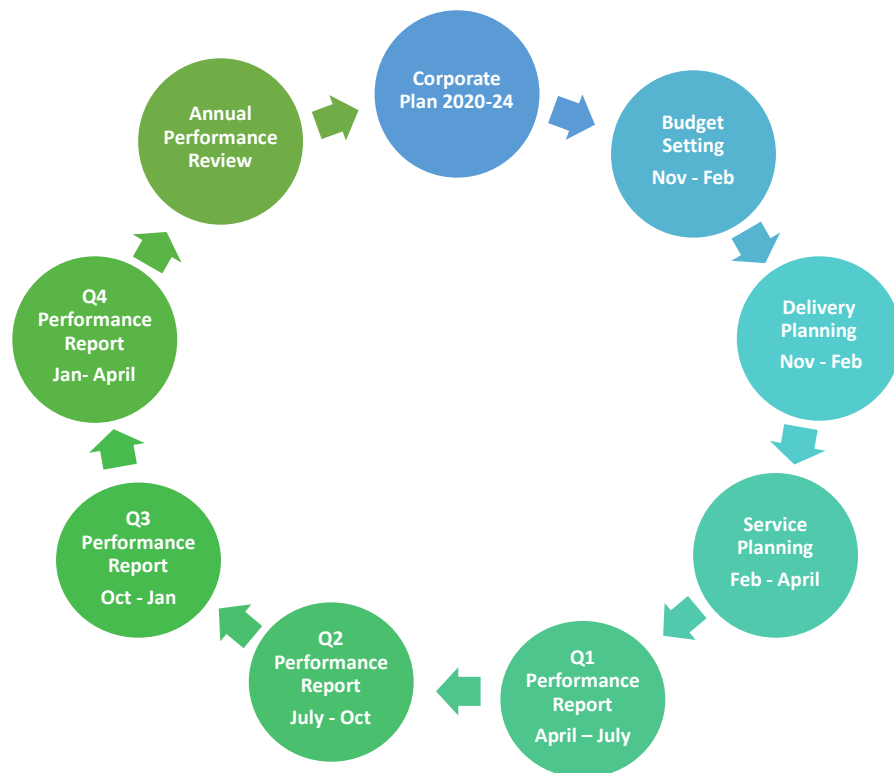
The Vale of White Horse District Council **Corporate Plan for 2020-2024**, sets out what we hope to achieve for the Vale of White Horse over the next four years. Following a successful engagement with residents, we reviewed hundreds of responses which informed the priorities that the council will deliver.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

Although work is underway on these 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 continue to position ourselves to respond to the changing landscape we operate within.

This has meant we have had to continue to work hard to prioritise what we want to deliver. This annual performance review aims to give a high-level summary of progress towards the aims set out in the Corporate Plan. Each theme begins with a high-level written summary of key actions during 21/22 to deliver the aims under the relevant theme. The RAG ratings have been determined by Heads of Service and Officer Leads and aim to provide an "at glance" indication of overall progress towards the aims. Where aims have been identified as amber or red, some supporting commentary has been included to assist members with their discussions and suggestions for any remedial actions.

Theme 1: Providing the homes people need – 21/22

To support the Vale of White Horse's aim to find ways to provide more genuinely affordable housing in the Vale of White Horse, 298 new affordable homes were delivered during 2021/22 exceeding our target of 250.

An updated Community Infrastructure Level spending strategy is now in place to accelerate the delivery of local infrastructural improvements. Systems have been implemented to enable real time monitoring and reporting on income generation, spend and infrastructure projects. In February 2022, the Council agreed to fund over £3 million of its budgeted capital expenditure from its retained Community Infrastructure Levy (CIL) receipts over the next five years. In March we held the first meeting of the newly constituted member/officer working group to consider CIL spending, which will inform infrastructure investments for 2022/23.

A revised Vale CIL Charging Schedule was adopted, and a Section 106 Supplementary Planning Document has progressed and is subject to formal approval – both include mechanisms for securing developer contributions for affordable housing and community infrastructure, and adoption. A Section 106 affordable housing fund and application process is now operational. Contracts were exchanged for two major affordable housing projects funded by commuted Section 106 sums and grants from the Oxfordshire Housing and Growth Deal.

Also during 2021/22, Homes England have been working with land agents to accelerate the development of 800 homes in Dalton Barracks and North-West Valley Park. Following a successful public consultation, the Dalton Barracks Supplementary Planning Document (which creates the core principles for the site) was developed for approval by Vale Cabinet in April 2022 and will support our commitment to deliver innovative housing to meet our aims for high quality, low energy, zero-carbon homes.

An application for 4,254 new dwellings in Valley Park, Didcot has been approved with healthcare and environmental provisions assured from developers, including upgrading active travel infrastructure with an innovative use of traffic lights to prioritise cycling over motorised vehicles. Over £3million for local healthcare provision in the area surrounding Valley Park or dedicated land for a health care centre on the site and £2.8million to be provided towards its construction has also been secured.

The Oxfordshire Community Land Trust and Heylo Housing will be receiving £304,000 and £366,400 respectively. Officers have also made plans to promote new applications for grant funding and are intending to update both the funding criteria and application process.

Over the year the Vale of White Horse continued to explore the creation of a Council-owned holding company or vehicle with developers, this will identify sites for development in the Vale and enable the delivery of regeneration and community benefits including housing, community facilities, land maintenance and health.

A refreshed Housing Strategy continues to be developed to outline the types of housing, provide, the mix of design and for what demographic and tenure. It will also include affordable housing aspirations and environmental policies. This strategy will inform our Local Plan and our work going forward. It is anticipated that the realignment of services within Housing & Environment (including the creation of a Housing Delivery Manager role) will help to drive this work forward during 2022/23.

A public consultation on the new Joint Design Guide (JDG) was launched in January 2022. The JDG incorporates new guidance on zero and low carbon construction. The Vale's Climate Action Plan (CAP) was adopted by the Cabinet and includes measures designed to encourage lower-carbon construction within the district.

A new policy framework is being developed through the Joint Local Plan and the Oxfordshire Plan 2050 to help deliver homes in a way that supports peoples' wellbeing and the environment. Scoping of new policies for inclusion in the Joint Local Plan has been undertaken, including a Councillor Roundtable on the issue of climate change which was held in January. Work also continues on developing an agreed definition of true housing affordability, with the first major public consultation on the Joint Local Plan expected in Q1 2022/23.

Theme 1: Providing the homes people need – measures and RAG ratings							
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Housing and Environment	Suzanne Malcolm	🟩	
PHPN1.2	Explore a council-owned holding company/vehicle, to focus on delivering a wide range of regeneration and community benefits including housing, community facilities, land maintenance and health	Narrative update on the potential opportunities/challenges around the creation of a holding company/SPV (Special Purpose Vehicle)	Master Planning Lead	Eliot Ward	🟧	Delivery on some of the existing allocations is slow for varying reasons - for example the DIO at Dalton Barracks Garden Village has been focused on the SPD for the existing smaller allocation of 1200 units but now can begin to plan for a much larger scheme, working collaboratively with the Council. A consultant has been appointed to develop a joint housing strategy/delivery strategy which will include consideration of a delivery vehicle.
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.	Head of Housing and Environment	Suzanne Malcolm	🟧	Following a pause to clarify the purpose of an Affordable Housing Supplementary Planning Document with stakeholders, progress is now continuing between the Affordable Housing team and Planning Policy team to bring forward an Affordable Housing SPD for adoption. Work is also progressing to develop a new Housing Strategy that will provide the strategic framework to engage with a range of partners and stakeholders to deliver sustainable affordable housing.
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	Head of Housing and Environment	Suzanne Malcolm	🟩	

Theme 1: Providing the homes people need – measures and RAG ratings							
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings	
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	Head of Housing and Environment	Suzanne Malcolm	 		
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	Head of Development and Corporate Landlord	James Carpenter	 		

Theme 1: Providing the homes people need – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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.	Head of Policy and Programmes	Harry Barrington-Mountford		
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 aims	Head of Policy and Programmes	Harry Barrington-Mountford		
PHPN2.2	Develop a s106 obligations strategy to inform negotiations between planners and developers	Narrative report on strategy development/adherence (once delivered)	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 1: Providing the homes people need – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Finance	Simon Hewings		
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	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Housing and Environment	Suzanne Malcolm		Staff vacancies in Housing have slowed progress on Affordable Housing SPD. The number of affordable homes being completed is however above target. There was also a short pause to clarify the purpose of an Affordable Housing Supplementary Planning Document with stakeholders, progress is now continuing between the Affordable Housing team and Planning Policy team to bring forward an Affordable Housing SPD for adoption.

Theme 1: Providing the homes people need – measures and RAG ratings							
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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.	Head of Policy and Programmes	Harry Barrington-Mountford		There have been some delays in the timetable for the Oxfordshire Plan, which is managed by the Core Team for the Oxfordshire Plan. Progress is however being made with procuring further evidence base studies to inform the next consultation stage.
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.	Head of Policy and Programmes	Harry Barrington-Mountford		This work is ongoing and involves work with partners on OxIS and the Oxfordshire Plan. There have been some delays to the Oxfordshire Plan timetable. The next consultation stage of the Oxfordshire will set out the preferred option for the spatial strategy for Oxfordshire and provide an opportunity for stakeholders and the public to comment on whether the right balance has been struck between homes and jobs, and how these are located to align with infrastructure.
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.	Head of Policy and Programmes	Harry Barrington-Mountford		
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 adherence. Include quantitative measures for housing mix, tenure, and affordable and shared ownership.	Head of Housing and Environment	Suzanne Malcolm		

Theme 1: Providing the homes people need – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Policy and Programmes	Harry Barrington-Mountford		This work is dependent on the Active Communities Strategy being approved, we anticipate work with partners on this to start in 2022-23 Q3/Q4.

Theme 2: Tackling the climate emergency – 21/22

A significant piece of our internal policy framework has been adopted this year in the Vale of White Horse **Climate Action Plan 2022-24** (CAP). This is intended to play a pivotal role in steering the Council's work in achieving its objective of becoming carbon neutral by 2030. It is also designed to help guide and support local efforts to tackle the climate emergency. Progress against the measures within the CAP will be reported on a quarterly basis to the Climate Emergency Advisory Committee (CEAC) and to Cabinet. Moreover, to ensure that the CAP has the greatest possible impact – and is also seen as an integral part of the Vale's operations – work has commenced on aligning it with the Council's Strategic Performance Management Framework.

The Council has focused its endeavours on decarbonising its leisure centres – which are responsible for almost half of the Vale's total greenhouse gas emissions – as part of a wider programme of work to cut emissions from its own operations. During 2021/22, the Council secured £361,000 of funding from the Public Sector Decarbonisation Scheme to fully refurbish the heating system at Faringdon Leisure Centre -with the work expected to be completed in 2022/23. In addition, the Vale has commissioned surveys and assessments for the decarbonisation of its other leisure centres.

While the emphasis has been on decarbonising the Council's buildings, efforts have also been made in reducing carbon emissions

from other areas. For example, the Vale's waste contractor has been trialling an electric waste collection vehicle within the district – performance feedback is expected later this year.

The Policy for Planting Trees on Council Land is intended to not only protect, plant and manage trees on land owned by the Vale but also help to support community tree planting initiatives. Since its launch this year, 1,500 trees have been planted at Rye Meadow Farm.

The Council have considered the issue of addressing greenhouse gas emissions from existing homes as part of their commitment to encouraging retrofitting. The Joint Retrofit Task and Finish Group examined this issue at length and presented a report to the CEAC. Their findings and recommendations were circulated to neighbouring authorities through the Future Oxfordshire Partnership Environment Advisory Group and to HM Government. The Vale have also lobbied for HM Government to create a national scheme for domestic retrofitting.
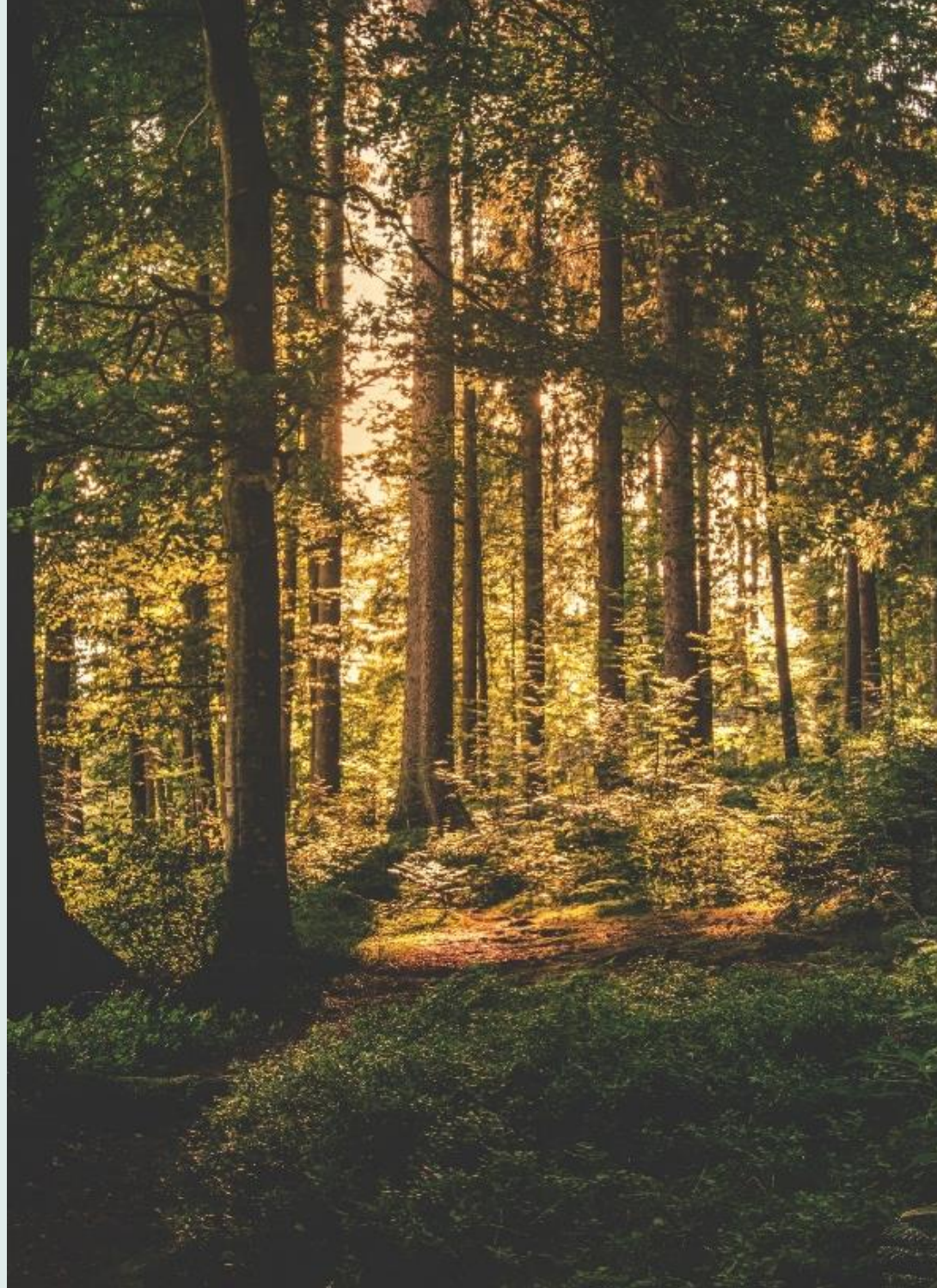
Through the scoping of new polices for the Joint Local Plan, the Council have explored opportunities for how best to address the issue of climate change. In addition, it has provided feedback on the climate change evidence needed to support the Oxfordshire Plan 2050.

After securing funding from DEFRAs Natural, Environment and Readiness Fund, the Vale – in collaboration with partners – are in the process of establishing a Habitat Bank. This will help the Council deliver biodiversity offsetting requirements.

As part of the Oxfordshire 'Park and Charge' project, electric vehicle charging points are being installed in five car parks across the Vale. They are due to become operational in early 2022/23 and are intended to encourage people to make the switch to electric by providing accessible charging infrastructure.

The Vale has initiated numerous communication campaigns and activities designed to encourage individuals to change their behaviours. These have included the promoting Food Waste Action Week, the Great British Spring Clean and the Green Homes Grant Scheme. In addition, the Communications team have revamped the climate action pages on the Council's website.

By joining the Oxfordshire Greentech network, the Vale have also been taken action to support local businesses in their response to the climate emergency. Oxfordshire Greentech is a valuable resource that provides advice and assistance to companies seeking to reduce their carbon.

Theme 2: Tackling the climate emergency – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Policy and Programmes	Harry Barrington-Mountford		
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.	Head of Policy and Programmes	Harry Barrington-Mountford		
TCE1.2	Complete the CEAC Year One Climate Action Plan and plan for future years	Narrative report on progress	Head of Policy and Programmes	Harry Barrington-Mountford		
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.	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 2: Tackling the climate emergency – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
PROGRAMME 2	A climate emergency programme focussed on encouraging the wider district community to reduce its carbon footprint 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 its carbon footprint.	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Policy and Programmes	Harry Barrington-Mountford		
TCE2.2	Introduce policies for zero carbon construction requirements	Narrative update on progress toward design guide implementation, transitioning into review of relevant information/ developments in this area	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 2: Tackling the climate emergency – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Housing and Environment	Suzanne Malcolm		
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 relevant AQAP. Once funding confirmed, this can report on the development of the new AQAP.	Head of Housing and Environment	Suzanne Malcolm		Delay in finalising tender documentation required for procuring a consultant to undertake this project due to legal resourcing issues. Resourcing issue has now been addressed and therefore tender should now move forward.
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 relevant initiatives	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 2: Tackling the climate emergency – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Policy and Programmes	Harry Barrington-Mountford		
TCE3.1	Complete the CEAC Year One Action Plan and plan for future years	Narrative report on progress	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Housing and Environment	Suzanne Malcolm		
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	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 2: Tackling the climate emergency – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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 limited to the work to support the Oxfordshire Plan.	Head of Policy and Programmes	Harry Barrington-Mountford	 	There are still significant "unknowns" around the new requirements for Local Authorities under the new Environment Act. The Climate and Biodiversity Team Leader has been tasked with overseeing the implementation of this new legislation and will continue to input into DEFRA consultations on any new requirements to ensure our voice is heard.
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	Head of Development and Corporate Landlord	James Carpenter	 	
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	Head of Policy and Programmes	Harry Barrington-Mountford	 	
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 Oxfordshire Plan in accordance with TEC3.7	Head of Policy and Programmes	Harry Barrington-Mountford	 	There have been some delays in the timetable for the Oxfordshire Plan, which is managed by the Core Team for the Oxfordshire Plan. Progress is however being made with procuring further evidence base studies to inform the next consultation stage.

Theme 2: Tackling the climate emergency – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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.	Head of Policy and Programmes	Harry Barrington-Mountford		It is anticipated there will be further progress to report on this as part of the Oxfordshire wide Pathways to Zero Carbon Oxfordshire (PAZCO) route map which will include a significant work programme around retrofitting.

Theme 3: Building healthy communities – 21/22

Vale of White Horse District Council continued to deliver a range of services to eliminate homelessness across the district. The Housing Needs team, by using targeted prevention and early intervention measures, has helped to save hundreds of households from becoming homeless. In addition, by providing support and assistance to vulnerable individuals, the Vale was able in Q3 2021/22 to record zero rough sleepers for the first time since 2013.

The Council, nevertheless, appreciates that more work is needed to help ensure that nobody if faced with the prospect of being homeless. They have, therefore, adopted the Oxfordshire Homelessness and Rough Sleeping Strategy which prioritises a preventative approach to this issue, looks to ensure that there is a rapid response when an individual or household is at risk, and enshrines the need for taking a person-centred approach to homelessness.

Through the development of a draft Active Communities Strategy, the Vale aims to provide and promote opportunities for residents to increase their activity levels. A key focus of this work is on promoting active travel and creating healthier communities through walking and cycling.

The Vale recognises that providing the appropriate transport infrastructure is vitally important in encouraging active travel.

They have, therefore, completed their work on a Local Cycling and Walking Investment Plan for Didcot Garden Town. Work on Phase 1 of the Science Vale Active Travel Network has also finished. The five routes contribute 10km of improved provision for both cyclists and pedestrians. Plans are now being made for the creation and development of wayfinding opportunities for this part of the Active Travel Network.

The Council, as part of its commitment to improving health and wellbeing, has continued to expand the range of cultural and physical activities that it provides. In partnership with Active Oxfordshire, the Vale has received funding to launch a new project (You Move) which will target families on low incomes to help engage them in exercise. Following the success of Active Reach projects in Abingdon and Faringdon, the Council is also now looking to deliver similar schemes in other locations within the district.

Specific areas within the Vale have distinct and specific health and wellbeing issues which need to be addressed. The Council has, therefore, started work on a project to better understand the challenges facing Abingdon Caldecott, the most deprived ward in the district.

Work has continued on promoting the use of the Vale's public green spaces for exercise and activity though Xplorer events, Litterbug trails etc. A review of potential sites for additional orienteering routes and trails in the district has also been undertaken and the identification of suitable venues for community gardens is underway.

Public art has the ability to create a sense of place, improve the local environment, generate local pride and raise the quality of life. During 2021/22, the Vale, therefore, produced a strategy for commissioning public art in the district through Section 106 revenues.

The Community Hub has proven to be a real asset during the pandemic. The Council, working closely together, with community partners have been able to deliver much-needed support to residents (particularly those with vulnerabilities). Officers involved in the Community Hub are now in the process of reviewing the assistance provided and are sharing relevant information to support the voluntary sector in its recovery from the impact of the pandemic.

Theme 3: Building healthy communities – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
PROGRAMME 1	Building strong communities and connections, with a sense of place and strong community identity	Narrative update	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Development and Corporate Landlord	James Carpenter		This is an ongoing project that requires further work given the scale of the council's asset base
BHC1.2	Establish a Public Arts policy	Narrative update on the progress towards developing a public arts policy	Head of Policy and Programmes	Harry Barrington-Mountford		Lack of resources due to changes from the realignment of services has prevented this work. Further policy development will continue in 2022-23.
BHC1.3	Maintain and develop the council's Community Enablement function to respond to changing needs because of Covid-19	Narrative update on relevant areas of the Council response to Covid 19 as the needs/requirements change	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 3: Building healthy communities – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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 promote active travel and encouragement of cycling and walking infrastructure Quantitative measure: amount of new footpaths/cycle paths approved since last report/YTD etc.	Head of Policy and Programmes	Harry Barrington-Mountford		
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 relevant to BHC 5.1 Quantitative measure: the number of neighbourhood plans and the stage they are currently at	Head of Policy and Programmes	Harry Barrington-Mountford		
BHC1.6	Update the Air Quality Management Action Plans for the Vale's air pollution hotspots; work with OCC 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	Head of Housing and Environment	Suzanne Malcolm		Delay in finalising tender documentation required for procuring a consultant to undertake this project due to legal resourcing issues. Resourcing issue has now been addressed and therefore tender should now move forward.

Theme 3: Building healthy communities – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
PROGRAMME 2	Promoting healthy place shaping and active communities, for everyone	Narrative update	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Policy and Programmes	Harry Barrington-Mountford		
BHC2.2	Work with Active Oxfordshire to target Get Active projects in our most deprived communities	Narrative update on proposals from Active Oxfordshire	Head of Policy and Programmes	Harry Barrington-Mountford		
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	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 4: Building stable finances – 21/22

Vale of White Horse is a lean and efficient council which uses its resources to provide value for money to all its residents. Through sound financial management it has consistently kept costs low, while continuing to provide high quality services. Nevertheless, years of austerity followed by the significant – and sustained – economic costs of the pandemic have continued to place substantial additional pressures on the Council's budgets. Despite these challenges, however, council tax levels in the Vale have remained consistently below those in many other comparable local authorities (for 2022-23 Band D council tax will be £146.69, the sixteenth lowest of all shire district councils).

The Strategic Property Review, by providing an overview of the Vale's property assets, is designed to ensure that these are optimised to meet the Council's corporate plan objectives. During its development this year, the Vale was able to identify opportunities to enhance, redevelop or transfer assets to maximise income and/or benefit the district.

The Council has continued to work on the design and implementation of a Corporate Landlord model. This is intended to provide an improved understanding of the Vale's asset base and enable a proactive corporate 'asset challenge' process (a rolling programme of review intended to confirm that only those buildings providing best value are retained in the future).

Through the creation of a Property Investment Strategy, the Vale aims to help build its financial resilience and to protect against future uncertainties. It is intended to give the Council a greater ability to invest in a wider range of assets and, therefore, maximise its returns and improve its income.

A new Procurement Policy, reflecting the Vale's corporate aims and goals, has been approved. This will give the Council clear direction and guidance when purchasing goods, services and works.

Changes have been agreed to the Vale's Capital Strategy to allow for the consideration of investments in property, loans to companies and renewable energy.

The Council also approved a Treasury Management Strategy which gives more flexibility in counterparties. In addition, work has continued on a review of funds to provide options for treasury investments.

The Vale is looking to diversify the instruments that it can invest in to seek better returns whilst still complying with the Treasury Management code of practice requirements. To build upon their previous successes in securing external funding, the Council have enhanced their ability to identify and obtain third party income by providing additional staffing resources in this area.

The Vale have also continued to work across the public sector to influence and maximise funding for local government. Lobbying campaigns were launched regarding the one-year Local Government Finance Settlement and the lack of flexibility regarding council tax increases.

Theme 4: Building stable finances – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Finance	Simon Hewings	 	The council was able to set a balanced budget for 2022/23 and a fully funded medium term financial plan to 2026/27. However, work on continuing to ensure the council's financial viability will continue in 2022/23 with further budget challenge activity and corporate transformation activity
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 decision making around investing	Head of Finance	Simon Hewings	 	
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 activities, with details of additional resources committed to support these activities	Head of Policy and Programmes	Harry Barrington-Mountford	 	Whilst this year saw the addition of an External Funding Lead, more work is required to introduce systems and processes into the Council to ensure we are as "bid ready" as possible. For example the implementation of a digital repository for all funding opportunities
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	Head of Finance	Simon Hewings	 	Whilst the budget for 2022/23 reflected the base budget challenge activity undertaken, income generation opportunities will continue to be reviewed and will be a focus of 2023/23 budget setting activity

Theme 4: Building stable finances – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Finance	Simon Hewings	🟧	The procurement policy was agreed by Cabinet in October 2021. This policy lists the contract review as an action for 22/23
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	Head of Finance	Simon Hewings	🟩	
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, relevant information pertaining to Council Tax decisions within the Council.	Head of Policy and Programmes	Harry Barrington-Mountford	🟧	The Vale's lobbying work in respect of Council Tax levels has not yet yielded any change so it is anticipated this activity will need to continue and increase
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 occurring as a result	Head of Policy and Programmes	Harry Barrington-Mountford	🟧	The Vale's lobbying work in respect of fairer distribution of HM Government funding has not yet yielded any change so it is anticipated that this activity will need to continue and increase.

Theme 4: Building stable finances – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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 progress of the Strategic Property review and other relevant initiatives	Head of Development and Corporate Landlord	James Carpenter	🟩	
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	Head of Finance	Simon Hewings	🟩	
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	Head of Development and Corporate Landlord	James Carpenter	🟩	
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	Head of Development and Corporate Landlord	James Carpenter	🟧	Will be developed as part of continued roll out of corporate landlord model

Theme 4: Building stable finances – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Development and Corporate Landlord	James Carpenter	GREEN	
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	Head of Development and Corporate Landlord	James Carpenter	AMBER	Work is continuing in this area; a consultant review of operating models is with procurement.
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	Head of Development and Corporate Landlord	James Carpenter	AMBER	Work is continuing in this area, phase 2 of insourcing has yet to commence.

Theme 5: Working in partnership – 21/22

To realise the Council's commitment to provide support to businesses in order to help them succeed, the Vale issued £5,264,778 of Additional Restriction Grants to businesses during 2021/22.

A Reopening High Streets Safely Fund grant funding agreement was signed in June 2021. The Council also used Contain Outbreak Management Funding to undertake activities that were previously scheduled to take place under the auspices of the Reopening High Streets Safely Fund.

South and Vale finalised a contract for the Virtual High Street Initiative which will enable the consolidation of South and Vale based independent retailers on a single e-commerce platform. The project will officially be launched during Q1 2022/23.

The Vale's Economic Development team provided weekly business intelligence reports and feedback to OxLEP which feeds into both the Oxfordshire and the Department for Business, Energy & Industrial Strategy economic recovery plans. Early-stage meetings were held between the Council and HM Government's Cities and Local Growth Unit - intended to establish connections and lines of communication.

The Council also launched other initiatives to provide support to businesses in the Vale including a virtual 'Networking in South and Vale' events, to support local businesses in making vital links and connections across.

In 2021/22 a total of 57 neighbourhood plans were adopted.

This furthers the Council's commitment to strongly support neighbourhood planning groups in developing a shared vision for their area. In addition the Vale designated the Abingdon Neighbourhood Area. This will help enable the Town Council to exercise neighbourhood planning rights and access both funding and technical support. They also provided advice – focused on climate action, regeneration, infrastructure, and design quality – to Faringdon Town Council to help them initiate a review of their current Neighbourhood Plan.

The Vale (in conjunction with South Oxfordshire) secured £45,000 to pilot a simpler approach to neighbourhood planning.

This should help to provide communities with an additional tool to effect and enable change – the Council has sought expressions of interest from those wishing to take part in testing this new method – and is a reaffirmation of the Vale's commitment to neighbourhood planning.

The Council have responded to a range of external consultations including the Government's Oxford-Cambridge Arc Spatial Framework to mould both regional and national policy in a way that reflects the Vale's ambitions. Officers shared work on the mapping of the health policy and partnership landscape with system partners. The feedback received from this exercise has helped to prompt further work in this area.

In September 2021, the Vale also launched a community lottery to support the districts residents and organisations. The Council have continued to promote and register new causes to the White Horse Community Lottery Scheme – with five "good causes" being approved by the end of 2021/22.

Theme 5: Working in partnership – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Policy and Programmes	Harry Barrington-Mountford		
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 its completion	Head of Policy and Programmes	Harry Barrington-Mountford		
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 elements: The number of consultations replied to | Head of Policy and Programmes | Harry Barrington-Mountford | | |

Theme 5: Working in partnership – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Master Planning Lead	Eliot Ward	🟩	
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 report on the information from CRM detailing number of businesses engaged with	Head of Development and Corporate Landlord	James Carpenter	🟩	
WIP1.5	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	Head of Development and Corporate Landlord	James Carpenter	🟩	

Theme 5: Working in partnership – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
WIP1.6	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	Head of Development and Corporate Landlord	James Carpenter		
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)	Head of Development and Corporate Landlord	James Carpenter		
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: The number of neighbourhood plans adopted, number of community initiatives undertaken, breakdown of assets where management has been transferred	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 5: Working in partnership – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Development and Corporate Landlord	James Carpenter		
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	Head of Policy and Programmes	Harry Barrington-Mountford		
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.	Head of Planning	Adrian Duffield		

Theme 5: Working in partnership – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Head of Finance	Simon Hewings		
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	Head of Policy and Programmes	Harry Barrington-Mountford		

Theme 6: Working in an open and inclusive way – 21/22

During 2021/22 the Vale approved a Customer Services Strategy which sets out an ambitious programme of work for departments to work together to create a single customer experience. It is envisaged by implementing this new approach they will be able to deliver better outcomes for residents.

The Council through the planned procurement of a Customer Relationship Management (CRM) system is also looking to improve its relationship with its customers, streamline processes and further improve the services that it provides. The Council is also currently preparing the specification for new integrated communications software and working up the model for a customer service centre. These will form the foundation and building blocks of our customer service transition.

The Council have developed and approved an overarching Communications and Engagement Strategy, intended to increase its level of engagement with residents.

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

Progress was also made on the Vale's social media review. Officers continue to experiment with different styles, formats and content to improve the Council's presence across a variety of platforms (Facebook, Twitter, Instagram).

While face-to-face committee meetings have returned following the pandemic, the Vale continues to livestream/broadcast their public meetings. This not only provides a greater degree of accessibility for residents but also gives them greater insight into the Council's decision-making processes.

In addition, the Vale has been trialling new approaches to help residents better understand its processes. In Q4, a short video explaining the Council's approach to planning enforcement was published. After its success, the Vale is now hoping to provide more of these guides in the future.

The Council also undertook a marketing exercise to encourage people safely back to the district's towns and villages after lockdown restrictions to promote the opportunity for people to participate equally.

This campaign was shortlisted for the Best Covid Campaign award by the Chartered Institute of Public Relations.

During 2021/22, work continued on the creation of a policy and strategy library for the Vale. This will not only allow the Council to identify any gaps in its policy/strategy framework but also provide a central directory where officers, councillors and residents can find further information.

As part of the Vale's commitment to strengthening the Council's governance framework, the Constitution Review Group agreed a work plan prioritising work to review the Articles of the Constitution and the Scheme of Delegation.

In addition, the Monitoring Officer has been providing training to officers on local government law and process – with a particular focus on governance, delegation of powers, report writing/content and decision making.

Theme 6: Working in an open and inclusive way – measures and RAG ratings						
Corp Plan ID	**Stated Aim/Project description**	**Measure**	**Officer Lead Title**	**Officer Lead**	Summary of 21/22 Q1-4 update	**Comments on AMBER or RED ratings**
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 technology to bring about efficiency or increase accessibility	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		Significant progress has been made to date, and delivery of the programme of work continues as outlined within the approved IT strategy and Customer Services Strategy. Delivery is and will continue to be supported by a transformation team, working with service areas across the council.
WIOI1.1	Provide and maintain a new Vale website with increased accessibility to services and information, on multiple devices	Quantitative report on website usage	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		
WIOI1.3	Introduce live streaming and recordings of public meetings to increase accessibility and understanding of the democratic process	Quantitative report on the number/percentage of public meetings streamed live Quantitative report on the number/percentage of public meetings available to watch online	Head of Legal and Democratic	Patrick Arran		

Theme 6: Working in an open and inclusive way – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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 successful surveys	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge	🟩	
PROGRAMME 2	Increase meaningful engagement and communication with everyone	Narrative update on successful communication initiatives	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge	🟩	
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	Head of Policy and Programmes	Harry Barrington-Mountford	🟩	
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	Head of Policy and Programmes	Harry Barrington-Mountford	🟧	Initial review carried out but lack of resources due to demand of new grant schemes has prevented this coming forward in 21/22

Theme 6: Working in an open and inclusive way – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge	🟩	
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge	🟩	
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge	🟧	Work will begin in Q2 of 22/23 in preparation for the council's elections next year

Theme 6: Working in an open and inclusive way – measures and RAG ratings

Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge	■ Green	
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.	Head of Policy and Programmes	Harry Barrington-Mountford	■ Amber	The project to address our policy gaps and create a framework with a policy/strategy library has been delayed due to other corporate priorities and resources being redirected to support the Homes for Ukraine Scheme during Q4
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	Head of Finance	Simon Hewings	■ Amber	The council has already adopted many elements of the financial management code. A review of outstanding areas and a plan for delivery - will be determined during 2022/23
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 a focus on the climate emergency	Head of Legal and Democratic	Patrick Arran	■ Green	
WIOI3.3	Review the council's constitution and scheme of delegation annually	Narrative update with the outcome of the review	Head of Legal and Democratic	Patrick Arran	■ Amber	This is an ongoing piece of work which is estimated to take until the end of this calendar year to complete. We have made a good start, and everything is on track to complete this work on time

Theme 6: Working in an open and inclusive way – measures and RAG ratings						
Corp Plan ID	Stated Aim/Project description	Measure	Officer Lead Title	Officer Lead	Summary of 21/22 Q1-4 update	Comments on AMBER or RED ratings
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 relevant reviews/newly available information/website improvements and metrics Quantitative report on FOI/Complaints data	Deputy Chief Executive - Transformation and Operations	Adrianna Partridge		