Vale of White Horse District Council

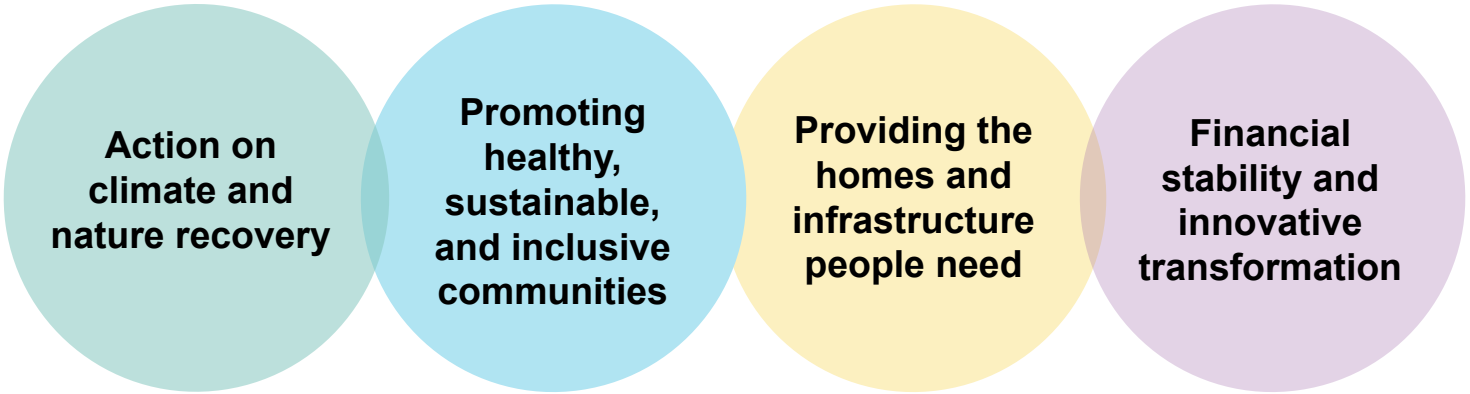
Annual Delivery Plan
End of Year Report
2025-26



Vale of White Horse District Council

Strategic priorities

At the Heart of the Vale: Council Plan 2025-2029 sets out what the council aims to achieve over this period and outlines four strategic priorities:



How performance is measured

The Council Plan 2025–29 provides the strategic context for the delivery and monitoring of council services in accordance with councillor intentions. Aligned to the Council Plan, the Annual Delivery Plan sets out how the strategic priorities and objectives will be implemented and forms the basis for monitoring progress.

The Council Plan and Annual Delivery Plan reflect the council's financial landscape and sit alongside the Medium Term Financial Plan (MTFP). To serve as a credible strategic framework, the Council Plan must balance ambition with financial responsibility and be supported by appropriate budgeting. Resources are targeted towards the priorities identified in the Council Plan, with the Annual Delivery Plan aligning activities and projects to directly support delivery. Together, they form a key part of the 'golden thread' linking strategy to service delivery.

Many of our services are provided by contractors. The performance of our key contractors is monitored through separate reviews and reported to the council's Joint (with South Oxfordshire District Council) Scrutiny Committee.

Effective performance management is a crucial part of the Council Plan and associated Annual Delivery Plans, as it enables the council, residents and all interested stakeholders to monitor progress and see whether we are achieving what we have set out to achieve.

A new reporting dashboard was introduced during 2025-26, utilising the connectivity of the Microsoft 365 suite to reduce the administrative burden on officer teams, enabling them to focus on service delivery. The dashboard makes reporting more accessible and timelier to councillors, members of the public, and other interested stakeholders. The formal performance reporting arrangements will include an annual performance report to Cabinet and Scrutiny Committee, alongside opportunities to monitor progress of the plans every quarter.

Previous copies of the council's performance reports are publicly available in the data hub section of the council's website.



Performance Highlights



Economic Development

718 organisations supported through visitor initiatives, far above target of 25. £24.2 million social & economic value generated through employment plans.



Flood and Drainage Action

3 flood and drainage alleviation schemes have been successfully implemented, directly reducing flood risk in vulnerable areas. In addition,11 locations have received specialised expert advice and support on flood mitigation from the council during 2025/26, helping communities to build resilience against future flooding events.



Expansion of Council Housing Provision

The Council has continued to expand its directly owned housing portfolio in the Vale. With 42 units owned by the council. Additionally, 521 new affordable homes were delivered in the district during 2025/26, representing strong progress in our goal to increase delivery and acquisition of affordable housing.



Nature Recovery

31% of council land is managed for nature recovery. a total of 640,000 square metres, with 9% of this meadow.154.04 biodiversity units were secured through council-agreed habitat banks, exeeding the yearly target of 50 units.

Action on Climate Change and Nature Recovery

Protecting and enhancing our environment, building resilience and adapting to the effects of climate change, and leading the district to net zero

- Collaborative environmental initiatives
- Deliver action on climate change
- Enhance nature recovery
- Promote sustainable practices
- Promote green infrastructure

What we will do:

- Council-owned homes decarbonisation programme
- Nature and Climate Action Plan (NCAP) delivery
- Vale of White Horse Net Zero programme
- Proactively engage with and support businesses to decarbonise their own operations and influence others in the community
- Remove fossil fuels from council-operated leisure centres as part of our decarbonisation plans
- Sunningwell Flood Alleviation Scheme
- Technical Services delivery
- Emergency response work programme
- Following publication of Oxfordshire Climate Adaptation Route Map and Action Plan, develop district level adaptation actions for the council and integrate into annual review of the Nature and Climate Action Plan
- Fulfilment of statutory Biodiversity Net Gain obligations
- Promote the development of Habitat Banks in appropriate locations in Vale of White Horse as a key mechanism to drive nature recovery
- Seek opportunities to increase support for and the profile of the Local Wildlife Sites Project as a key mechanism to help deliver Nature Recovery
- Undertake biodiversity audit of corporate land and develop proposals to put nature recovery at the heart of our grounds maintenance operations
- Progress towards adoption of an Oxfordshire Local Nature Recovery Strategy and identifying actions for the council to deliver following adoption of the Strategy
- Waste Resources and Street Cleansing Strategy Action Plan
- Great Western Park (Western Valley, East and West Hagbourne) land transfers of public open and urban spaces
- Nature recovery on council-owned land

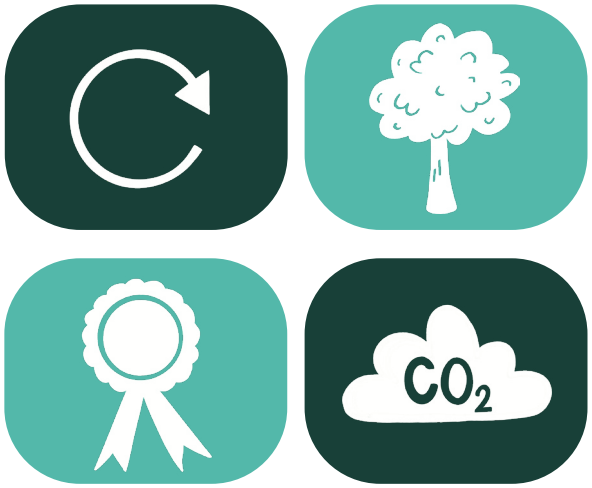
In 2025/26, the council continued to place climate action and nature recovery at the heart of its work. As put forward in the Council Plan, the council is committed to protecting and enhancing the environment, building resilience and adapting to the effects of climate change, and leading the district towards net zero. This includes seeking to achieve net zero in council operations by 2030 and a net zero district by 2045, while supporting residents, businesses and communities to adapt to the impacts of climate change.

Renewable Energy Systems

3 council-owned homes now have renewable energy systems. Our target is 9 by Q1 2027/28.

Energy Performance Certificate Ratings

63% of council homes currently achieve an Energy Performance Certificate (EPC) rating of C or above.



Nature Recovery

The proportion of council-owned land actively managed for nature recovery has increased to 31% over 2025/26.

Greenhouse gas emissions

A 12% reduction in gross operational greenhouse gas emissions has been achieved compared to the 2019/20 baseline, across 2025/26.

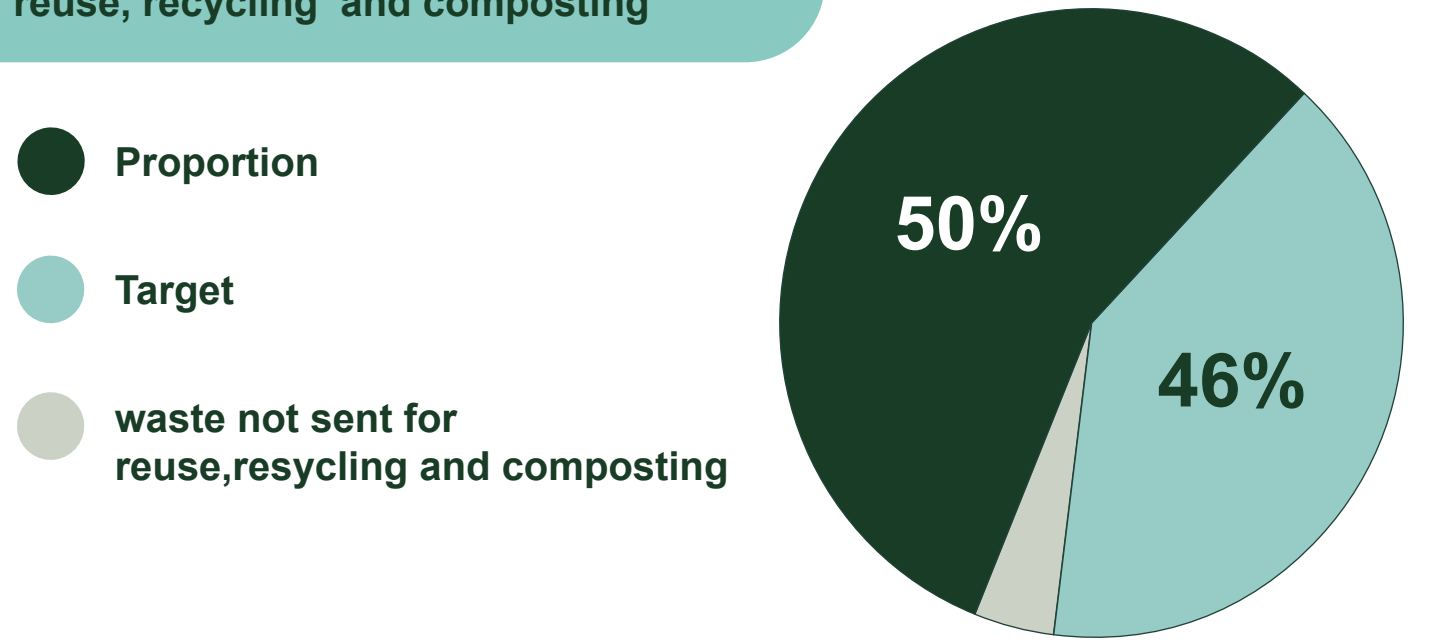
Progress continued to be made on decarbonisation. During the year, the council made further progress in reducing its own operational greenhouse gas emissions. Operational greenhouse gas emissions have been reduced by 12 per cent below the 2019/20 baseline, although this measure is reported one year in arrears and therefore reflects 2024/25 data. Over this period, the most significant progress has been in Scope 2 emissions (indirect emissions from purchased energy used across the council's estate), with emissions falling by 43 per cent, reflecting decarbonisation of electricity and improved energy efficiency. In addition, Scope 1 emissions (direct emissions) have reduced by 5 per cent and Scope 3 emissions (all other indirect emissions e.g. travel, waste, contractor activities) by 16 per cent.

This is positive progress, but the rate of decarbonisation remains below where it needs to be to reach the target for Vale of White Horse to be a net zero district by 2045, and the council operations to be net zero by 2030. The council will continue to proactively look for opportunities to accelerate the rate of decarbonisation in the district, in particular by working with partnership organisations, as set out in the Nature and Climate Action Plan.
The council also reported that 80 per cent of council-owned homes had an Energy Performance Certificate rating of C or above. This remains below the future target of 100 per cent by quarter four of 2026/27, so further progress is still required.

Additional support was provided to communities to alleviate and adapt to flooding and extreme weather. Three flood and drainage alleviation schemes were facilitated or implemented during the year. This included work at Sunningwell on the design of a new culvert, support for a topographical survey at East Hanney, and sustainable drainage work at Cattlemarket car park in Abingdon. Further flood resilience work also progressed at Willow Walk, Wantage, where survey and design work supported an application for natural flood management funding. The council also provided formal flood reports to Oxfordshire County Council for Stockham School, Wantage, and East Hanney, and carried out 11 flood investigations on behalf of the county council.

Nature recovery remained an important part of the council's environmental work. During the year, 31 per cent of council-owned land was managed for nature recovery, totalling 640,000 square metres. One habitat bank was approved through a Section 106 agreement, meeting the yearly target, and 154.04 biodiversity units were secured through council-agreed habitat banks, exceeding the yearly target of 50 units. The council's work on adoption of the Oxfordshire Local Nature Recovery Strategy was rated green. Green infrastructure also increased, with 13 land transfers completed for public open and urban spaces in Great Western Park. 10 Biodiversity Net Gain Plans have been agreed, constituting a 19.45 per cent uplift Biodiversity Net Gain, nearly double the mandatory 10 per cent target.

Proportion of household waste sent for reuse, recycling and composting

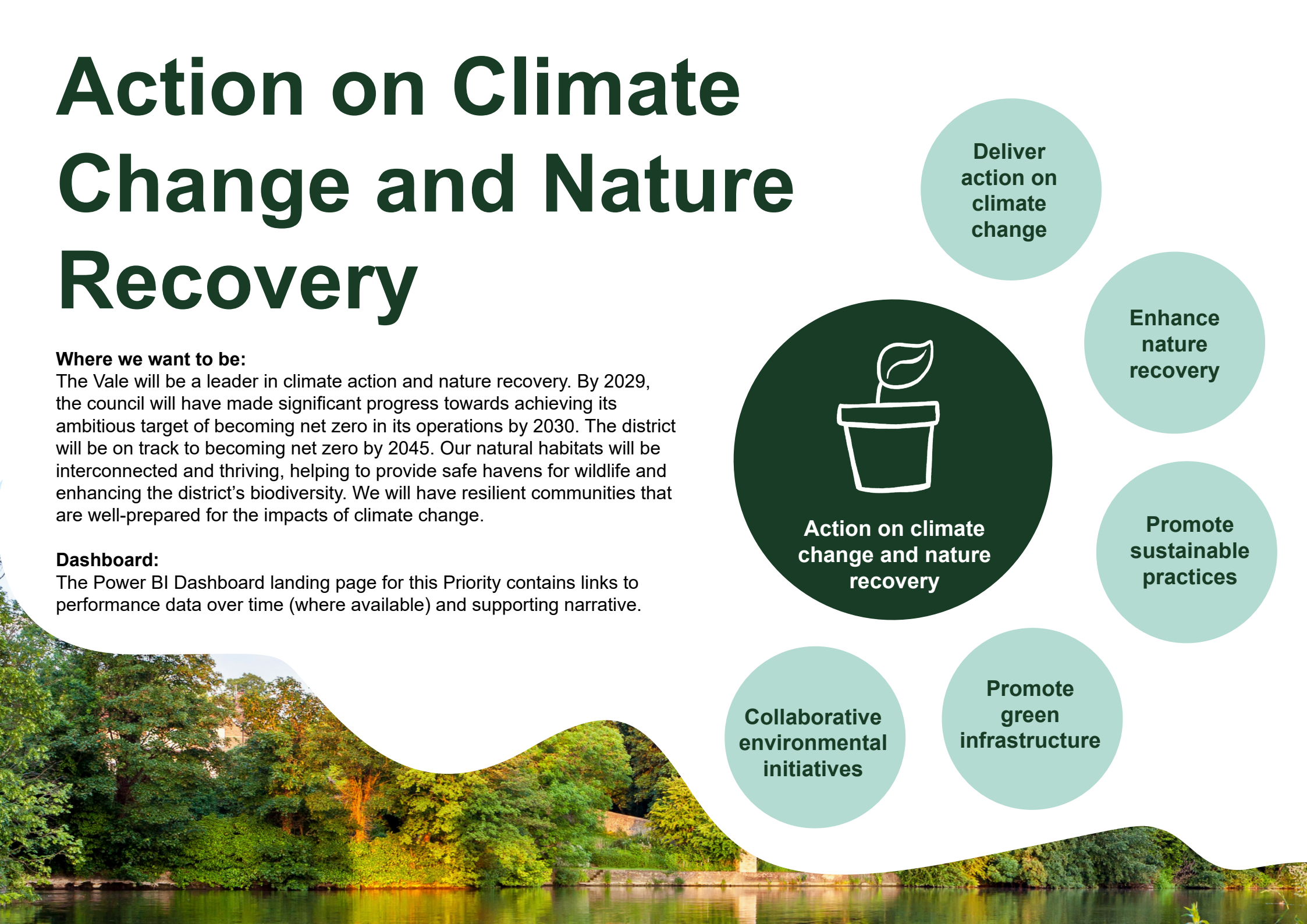


Sustainable practices continued to be promoted through waste and recycling services. Residual waste per household was 300kg, meeting the target of remaining below 330kg. The proportion of household waste sent for reuse, recycling or composting was 56 per cent, which fell short of the 60 per cent target

Action on Climate Change and Nature Recovery

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

Dashboard:
The Power BI Dashboard landing page for this Priority contains links to performance data over time (where available) and supporting narrative.



How we will do it:

- Direct Action
- Working in Partnership
- Exerting Influence

How we will do it:

- Within the period of the Annual Delivery Plan 2025/26
- Beyond the period of the Annual Delivery Plan 2025/26 (i.e 2026/27 later)
- Ongoing/business as usual

Strategic Priority: Action on climate change and nature recovery
Strategic Objectives: Deliver action on climate change, enhance nature recovery, promote sustainable practices, promote green infrastructure, collaborative environmental initiatives

Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Performance	Progress against target
Expand and scale-up decarbonisation activity to achieve net zero for the district by 2045	Council-owned homes decarbonisation programme Nature and Climate Action Plan (NCAP) delivery		• Percentage of council-owned homes with an EPC rating of C or above	100% by Q4 2026/27 / RAG & trajectory	80%	Ongoing
			• Number of council-owned homes with renewable energy systems	9 homes by Q1 2027/28 & RAG	3	
	Vale of White Horse Net Zero programme Nature and Climate Action Plan (NCAP) delivery Proactively engage with and support businesses to decarbonise their own operations and influence others in the community		• Progress towards net zero carbon district by 2045 (Vale of White Horse)	RAG	Green	Ongoing
				Trajectory	Decrease	
				Narrative	See Dashboard	

	Remove fossil fuels from council-operated leisure centres as part of our decarbonisation plans		• Number of council-operated leisure facilities that have undergone decarbonisation	2 by 2027/28 (retrospective)	0	Ongoing
Reduce operational greenhouse gas emissions	Vale of White Horse Net Zero Programme Nature and Climate Action Plan (NCAP) delivery		• Reduction in gross operational greenhouse gas (GHG) emissions	X% / RAG & (downward) trajectory (2030 target)	12% Amber	Decrease
			• Number and percentage of council fleet vehicles that are zero emission	X number & X% (increase)	4 vehicles (31%)	Ongoing
Support communities to alleviate and adapt to extreme weather events	Nature and Climate Action Plan (NCAP) delivery Sunningwell Flood Alleviation Scheme Technical Services delivery		• Narrative and number of flood and drainage alleviation schemes facilitated and/or implemented	1 & narrative	11	Ecxeeded
			• Summary of other activities to reduce risk of flooding	N/A (Narrative only)	8	N/A
			• Narrative and number of locations where expert advice and support provided on flood alleviation	X number, location & narrative (retrospective)	Yes	N/A
	Emergency response work programme		• Advise communities on emergency response plans	X number of emergency response plans & narrative (retrospective)	8	Ongoing
	Nature and Climate Action Plan (NCAP) delivery Following publication of Oxfordshire Climate Adaptation Route Map and Action Plan, develop district level adaptation actions for the council and integrate into annual review of the Nature and Climate Action Plan		• Develop district level action plan and incorporate actions into annual review of Nature and Climate Action Plan	Yes/No (by Q4 2025/26) & narrative	Yes	Ongoing

Enhance biodiversity	Fulfilment of statutory Biodiversity Net Gain obligations		• Biodiversity Net Gain reporting (including mean BNG from permitted major and minor developments)	10% uplift in Area Units & narrative	19.45%	Exceeded
	Nature and Climate Action Plan (NCAP) delivery Promote the development of Habitat Banks in appropriate locations in the Vale of White Horse as a key mechanism to drive nature recovery		• Number of habitat banks approved through Section 106 agreements	1 per year & narrative	1 See dashboard for narrative	Met
			• Number of biodiversity units secured through council agreed habitat banks located in Vale of White Horse	50 Area Habitat Units per year	50.76 area habitat units	Met
	Nature and Climate Action Plan (NCAP) delivery Seek opportunities to increase support for and the profile of the Local Wildlife Sites Project as a key mechanism to help deliver Nature Recovery		• Number of local wildlife sites surveyed	7	7	Met
			• Number of local wildlife sites where management advice is provided	5 & narrative	6	Exceeded
	Nature and Climate Action Plan (NCAP) delivery Undertake biodiversity audit of corporate land and develop proposals to put nature recovery at the heart of our grounds maintenance operations		• Percentage of council-owned land managed for nature recovery	X% (retrospective) & trajectory (increase)	31%	Increase
Collaborate to achieve our climate and ecological goals	Progress towards adoption of an Oxfordshire Local Nature Recovery Strategy and identifying actions for the council to deliver following adoption of the Strategy		• Oxfordshire Local Nature Recovery Strategy adopted	RAG & trajectory (October 2025)	Green	Completed

	Waste Resources and Street Cleansing Strategy Action Plan		• Amount of residual waste per household (kgs per household)	X kgs per household (decrease)- target of 330kgs per household for 2026/27	300Kg	Exceeded
			•Percentage of household waste sent for reuse, recycling or composting	X% (increase) – ongoing target of 60%	56%	Not Met
Increase and enhance green infrastructure	Great Western Park (Western Valley, East and West Hagbourne) land transfers of public open and urban spaces		• Great Western Park (Western Valley, East and West Hagbourne) land transfers of public open and urban spaces	X% of land transfers completed (retrospective) & trajectory	13%	Ongoing
	Nature recovery on council-owned land		• Managing meadows on council land	Trend of the number of meadows (increase) Square meterage (increase)	56,700 m2	Increase

Promoting healthy, sustainable, and inclusive communities

Building vibrant, inclusive, and resilient communities where all residents can lead healthy and fulfilling lives

- Enhance public health
- Strengthen community engagement and inclusion
- Promote sustainable economic development
- Deliver safe and clean environments

What we will do:

- Fulfilment of statutory safeguarding duty
- Anti-social behaviour service delivery
- Domestic Abuse Sanctuary Scheme
- You Move
- Move Together
- Community Lottery Scheme
- Work in partnership with the creative sector to develop and successfully adopt a Culture, Heritage and Creative Industries Strategy for South and Vale
- S106 public art funding
- Health Inequalities Action Plan – Healthy Didcot (Didcot Garden Town)
- Health Inequalities Action Plan – Abingdon Caldecott
- Work in partnership with strategic health partners
- Leisure projects as detailed within the Capital Investment Programme
- Equalities Road Show
- Community Hub provision
- Economic Development Service delivery
- Business support and engagement
- UK Shared Prosperity Fund 2025-26 delivery
- Rural England Prosperity Fund 2025-26 delivery
- CCTV Hub project
- Great Haseley Trading Estate Vehicle Depot Project
- Implementation of the council's Joint Air Quality Action Plan 2023-2028
- Waste Resources and Street Cleansing Strategy Action Plan
- Food hygiene inspections
- Nature and Climate Action Plan (NCAP) delivery
- Ock Catchment Partnership
- Letcombe Brook Project
- Delivery of council consultations
- Deliver Communications and Engagement Strategy

Active Communities

3,737 individuals have participated in the Move Together programme and 3,804 families have engaged with the YouMove initiative to date.

Economic Development

£24.19 million in social and economic value has been delivered through 25 community employment plans supported by Economic Development.



Leisure and Community Infrastructure

10 improvement projects are currently underway across local leisure centres.

Equalities Roadshow

10 Equalities Roadshow events have been delivered, raising awareness and promoting inclusivity across the community

Strong progress was made in delivering the council's priorities around community health, wellbeing, and inclusive growth through a combination of partnership working and direct action.

Working closely with partners, the council has continued to provide vital support for vulnerable residents. There were a total of 71 safeguarding referrals, with 42 per cent meeting the threshold for action. There were 48 referrals to the Sanctuary Scheme, which provides practical support through the provision of home security measures to residents experiencing domestic abuse.

The Community Hub has also played a vital role in supporting residents, handling around 3,400 calls and emails during the year. These included 495 requests for food support and 252 enquiries linked to cost-of-living pressures, alongside 2,283 cases relating to the Afghan Relocations and Assistance Policy (ARAP), highlighting the breadth of support provided.



Work on community health and wellbeing has remained a key focus. A total of 3,737 families have participated in the YouMove programme, which provides free or low cost activities for eligible families with children 0-17 years old across Oxfordshire. 3,804 individuals have engaged with Move Together in the district since its launch. Move Together is a county wide initiative co-ordinated by Active Oxfordshire and district councils across Oxfordshire that provides personalised support for people with long term health conditions, such as diabetes. These initiatives are complemented by ongoing investment in local facilities, with eight leisure centre improvement projects currently underway to enhance accessibility and user experience.

As part of the Healthy Didcot Project, the council continues to strengthen communication across the health and wellbeing provision in Didcot to facilitate more effective partnership working, through approaches like the Wellbeing Directory and collaborating with the Communities of Practice. Work is also progressing to support the Didcot Festival of Cultures and develop projects that will contribute to the event's long term legacy. Direct commissioned projects are now underway with Didcot Baby Monday, Survivor Space, HomeStart Southern Oxfordshire, Sustainable Didcot, and the Festival of Cultures. The council also awarded £24,500 in funding to the 2026 Didcot Powerhouse Grants programme, which funds work to tackle inequality and deprivation in the Greater Didcot area and with 18 organisations in total receiving support in 2025-6.

The council has made strong progress in delivering the Health Inequalities Action Plan for Abingdon Caldecott, with 19 of the 21 actions either completed or underway. A full review of the plan is scheduled for Q1 2026/27 to identify any new priorities and update outstanding actions. During the year, a range of activity has been delivered to improve health and wellbeing in the ward. This has included holding successful community events to promote healthy living and launching a new £50,000 grant scheme to support local organisations working to improve opportunities for residents. Partnership working has also been strengthened through the successful merger of the Abingdon Caldecott Community Health Steering Group with the South Abingdon Partnership, alongside a comprehensive review of communications across organisations operating in the area. In addition, funding has been secured to continue Community Health Development Officer provision in the ward through to March 2027, ensuring ongoing support for local initiatives.

Strong community engagement and local investment was demonstrated throughout 2025/26. The sale of 43,000 Community Lottery tickets has generated £25,000 of funding to support grassroots organisations and projects. Economic development activity has delivered significant tangible benefits. Through 25 community employment plans, the council has generated £24.2 million in social and economic value. Local businesses have also been supported to grow and adapt, with 27 businesses supported to access finance, a further 15 improving their sustainability practices, 11 directed to wider council services and 11 signposted to external support. 718 organisations have engaged with visitor economy support across the two districts - far exceeding the original target of 25. The type and location of direct enquiries and engagements with business support fluctuates based on economic conditions, funding and available programmes and comms – this may result in substantial variation year on year.

The current business support newsletter open rate is 42.3 per cent, exceeding the target of 33 per cent, which represents the industry standard. There were 2112 subscribers to the business support newsletter at the end of the reporting period. We continue to see growth in subscriber numbers, albeit at a slower rate than anticipated with peaks following active seasonal campaigns. Communications plans seek to accelerate growth in 2026/27.

External funding has been effectively deployed to support these priorities. Nearly all available funding has been allocated, with £325,784.34 of UK Shared Prosperity Fund (UKSPF) committed (99.58 per cent) and £155,805 from the Rural England Prosperity Fund (REPF) utilised (98.3 per cent).

Alongside this, the council has maintained good progress on environmental health issues. Enforcement activity remains robust, with 87 per cent of fly-tipping incidents and 100 per cent of abandoned vehicles leading to formal investigation, out of a total of 381 fly tips and 483 abandoned vehicles. 100 per cent of food hygiene inspections for 2025-2026 were completed this year, exceeding our internal target of 98 per cent, with 98 per cent of businesses having a food hygiene rating of 3 or above. Environmental improvements are also evident, with the number of Air Quality Management Areas reduced from two to one, alongside the delivery of two projects aimed at enhancing water quality.

Officers have actively contributed to the Ock River Catchment Partnership and the Letcombe Brook project. Catchment Partnerships are community led and allow us to work together with community groups and statutory agencies to improve water environments. The Letcombe Brook project has made strong progress, delivering habitat improvements through volunteer work, monitoring river health using invertebrate surveys, and training local volunteers on ecological health measurement. The project is also introducing a photography scheme to track habitat change and has appointed an Education and Outreach Officer to raise awareness among local communities and schools.

Community engagement has remained a cornerstone of delivery, with 100 per cent of committee meetings open to the public, ensuring accountability in decision making. Furthermore, 10 Equalities Roadshow events have been delivered during 2025–26, with a total of 130 participants. Council officers travelled across the districts to speak to the public about what the councils are doing to support equality – whether that is financial help for those with disabilities, recognising the LGBTQ+ community and standing against hate crime, to supporting equal opportunities and pay in the workplace.

Fusion Fest was held in Cornerstone in August 2025, which included a number of events to celebrate diversity within the community, including Bhangra dancing, African drumming and Chinese calligraphy workshops. Residents were also given the opportunity to share what diversity means to them and 93 per cent of the participants gave positive feedback.



Promoting Healthy, Sustainable, and Inclusive Communities



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

Dashboard:
The Power BI Dashboard landing page for this Priority contains links to performance data over time (where available) and supporting narrative.



How we will do it:

Direct Action

Working in Partnership

Exerting Influence

How we will do it:

Within the period of the Annual Delivery Plan 2025/26

Beyond the period of the Annual Delivery Plan 2025/26 (i.e 2026/27 later)

Ongoing/business as usual

Strategic Priority: Promoting healthy, sustainable, and inclusive communities
Strategic Objectives: Enhance public health, strengthen community engagement and inclusion, promote sustainable economic development, deliver safe and clean environments

Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Performance	Progress against target
Work in partnership to enhance health and wellbeing in our communities	Fulfilment of statutory safeguarding duty		• Total number of safeguarding referrals	X number & narrative (retrospective)	70	N/A
			• Number of safeguarding referrals that met the threshold for action	X number & narrative (retrospective)	27 (42%)	
	Anti-social behaviour service delivery		•Number and type of anti-social behaviour (ASB) incidents reported to Community Safety Partnership members	X number & narrative (retrospective)	2	N/A
			•Number of anti-social behaviour (ASB) Community Trigger applications made	X number & narrative (retrospective)	25%	

			•Number of anti-social behaviour (ASB) Community Trigger applications which met threshold	X% & narrative (retrospective)	25%	N/A
	Domestic Abuse Sanctuary Scheme		•Number of referrals to South and Vale Domestic Abuse Sanctuary Scheme	X number & narrative (retrospective)	2	N/A
	You Move Move Together		•Number of people (You Move) and families (Move Together) participating in the council's physical activities programmes/events	X number (increase)	3737 (YM) 3803 (MT)	N/A
			•Outcomes of the council's physical activities programmes/events (You Move & Move Together)	N/A (narrative only)	See dashboard	N/A
	Community Lottery Scheme		• Number of Community lottery tickets sold, and annual estimated income generated	X number & £X (retrospective)	42,539 £25,463	N/A N/A
			•Annual narrative on community lottery causes and awards	N/A (narrative only)	See dashboard	N/A
	Work in partnership with the creative sector to develop and adopt a Culture, Heritage and Creative Industries Strategy for South and Vale		•Culture, Heritage and Creative Industries Strategy adopted	Yes/No (Summer 2026)	No	Ongoing
	S106 public art funding		•Drawdown of S106 monies to fund public art both directly and in partnership with external organisations	£X S106 monies drawn down and X number of projects funded (retrospective)	£421,000 12 projects	N/A

	Health Inequalities Action Plan – Healthy Didcot (Didcot Garden Town)		•Health Inequalities Action Plan reporting – Healthy Didcot (Didcot Garden Town) – South and Vale joint reporting	N/A – narrative only (retrospective)	See dashboard	N/A
	Health Inequalities Action Plan – Abingdon Caldecott		•Health Inequalities Action Plan reporting – Abingdon Caldecott	N/A – narrative only (retrospective)	See dashboard	N/A
	Work in partnership with strategic health partners		•Attendance at strategic health meetings	X number & narrative (retrospective)	11 (89%)	N/A
	Leisure projects as detailed within the Capital Investment Programme		•Number of leisure centre improvement projects underway	5 or more	8	Exceeded
			•Number of leisure centre improvement projects completed	X number & narrative (retrospective) as projects complete	0	N/A
Promote equalities, diversity, and inclusion within our communities	Equalities Road Show		•Public participation in equalities road show events:	1 or more events, then report retrospectively on:		Exceeded
			•Number of events held	X number	10 events	Exceeded
			•Number of attendees	X number	130	N/A
			•Feedback following the event	X number (smiley-face balls)	42% Positive, 29 Negative, 29% Neutral	N/A
			•Narrative feedback	N/A (narrative only)	See dashboard	N/A
Support residents via the Community Hub	Community Hub provision		•Number of residents accessing community hub services	X number of emails and phone calls into the service (retrospective), plus a breakdown of the total into categories (ARAP, Cost of Living, Food, Ukraine, Other)	3361 See dashboard for breakdown	N/A

Promote a thriving and sustainable local economy	Economic Development Service delivery		•Number of Community Employment Plans being supported by Economic Development	N/A – narrative and retrospective reporting on number supported	26	N/A
			•Social and economic value delivered through Community Employment Plan	£X for social value (retrospective) & £X for economic impact (retrospective)	£24,194,373.88	
			•Report on the progress of Enterprise Zones, including significant developments, new sites, numbers of jobs reported, job levels, business rates retained, and projects funded	N/A (narrative only)	See dashboard	
	Business support and engagement		•Business engagement activities (joint for South and Vale):	X number (increase)		
			Number of South and Vale Business Support Newsletter subscribers	33% (generally accepted industry standard for public sector newsletter open rate)	2112	N/A
			South and Vale Business Support Newsletter open rate		43.2%	Exceeded
			Number of visitors to ScienceVale.com	100 visits per month / 1200 per year	169 (year)	Not Met
			Number of visitors to SouthernOxfordshire.com	1000 visits per month / 12,000 per year	19,625 (year)	Exceeded
			•Delivery of direct business support:			
			Planning enquiry supported – subscribers to planning newsletter	10 businesses per year	394	Exceeded

			Businesses supported to improve sustainability	15 businesses per year	10	Exceeded
			Businesses supported to engage in inclusive economy initiatives	15 businesses per year	48	Exceeded
			Businesses supported to access finance	20 businesses per year	25	Exceeded
			Businesses supported to engage with wider council services	10 businesses per year	10	Met
			Businesses signposted to external support	15 businesses per year	12	Not met
			Organisations engaging with Visitor Economy Support	25 organisations per year	718	Exceeded
	UK Shared Prosperity Fund 2025-26 delivery		•Delivering the UK Shared Prosperity Fund and Rural England Prosperity Fund 2025-26	100% of funds committed ahead of the year-end deadline (31 March 2026) – reporting will confirm the amount of funding committed (£), RAG/trajectory and narrative update Funding allocation: UKSPF - £327,146 REPF - £158,381	UKSPF: 99.5% £325,784.34 Green	Ongoing – project extended
					REPF: 98.3% £155,805 Green	Ongoing – project extended
Take action to improve the safety and cleanliness of	Rural England Prosperity Fund 2025-26 delivery		•Completion of CCTV Hub project	RAG & trajectory	Green	Ongoing
	CCTV Hub Project Great Haseley Trading Estate Vehicle Depot Project		•Great Haseley Trading Estate Vehicle Depot Project progress (joint South and Vale project)	RAG, trajectory & narrative update – target completion Summer 2026	Amber See dashboard for narrative	

the local environment	Implementation of the council's Joint Air Quality Action Plan 2023-2028		•Number of Air Quality Management Areas (AQMAs) in the district	X number (decrease) – target of 1 for 2026/27	1	Met
	Waste Resources and Street Cleansing Strategy Action Plan		Envirocrime data:			
			•Number of fly tips	X number (decrease) – ongoing target of below 130 each quarter	Q1: 92 Q2: 100 Q3: 74 Q4: 115	Exceeded Exceeded Exceeded Exceeded
			•Percentage of fly tips with formal investigation	X% (increase) – ongoing target of 95%	100%	Exceeded
			•Number of abandoned vehicles	X number (decrease) – ongoing target of below 110 each quarter	Q1: 114 Q2: 100 Q3: 118 Q4: 151	Not Met Exceeded Not Met Not Met
			•Percentage of abandoned vehicles with formal investigation	X% (increase) – ongoing target of 95%	100%	Exceeded
	Food hygiene inspections		Food hygiene inspections:			
			•Percentage of food businesses with a hygiene rating of 3 or above	X% (increase) – ongoing target of 97%	98%	Exceeded
			•Percentage of annual food hygiene inspections completed	X% (increase) – ongoing target of 98%	100%	Exceeded
	Nature and Climate Action Plan (NCAP) delivery Ock Catchment Partnership Letcombe Brook Project		•Number of projects to promote and enhance water quality including driving the improvements in the ecological health of our rivers	2	2	Met
				Narrative	See dashboard	N/A
Promote community engagement	Delivery of council consultations		•Number of 'you said, we did' articles published on the council's 'Join the Conversation' platform	X number (retrospective)	2	N/A

the local environment			•Number of consultation reports included in decision-making reports (e.g. Cabinet reports, Individual Cabinet Member Decisions) – demonstrating feedback is included when decisions are made	X number (retrospective)	2	N/A
			•Responses to council consultations - diversity/ representation data and any narrative around engaging specific marginalised groups	N/A (narrative only)	See dashboard	N/A
	Deliver Communications and Engagement Strategy		•Embrace the opportunities that social and digital media channels/ platforms bring – publicising the 'you said, we did' articles on the council's 'Join the Conversation' platform, publicising when decisions are made based on public feedback, and promoting participation in committee meetings ahead of time	X number of social posts (target of 5 social posts per quarter on 'you said, we did') 100% public accessibility to committee meetings	1 (year) 100%	Not Met Met

Providing the Homes and Infrastructure that People Need

Supporting access to high-quality, affordable housing and essential infrastructure that meets local needs and supports wellbeing

- Deliver effective planning and high-quality development
- Increase afforable housing supply
- Support infrastructure integration
- Enable community involvement in planning

What we will do:

- Develop and implement a Housing Delivery Strategy Action Plan
- Garden Towns/Villages Delivery Plan implementation
- Homelessness and Rough Sleeping Strategy delivery
- Refugee Accommodation Programme
- Housing Purchases Programme
- Housing Allocations Policy delivery
- Planning Developer Contributions Administration
- Nature and Climate Action Plan (NCAP) delivery
- Local Electric Vehicle Infrastructure (LEVI) programme
- Support the Integrated Care Board (ICB) with delivery of Great Western Park (Didcot) Health Centre
- Planning Service Plan delivery
- Neighbourhood Planning
- Joint Local Plan development

Housing Landlord

By the end of 2025/26, 155 accommodation units were being provided, significantly exceeding the target of 80 and representing a substantial increase from 54 units in 2024/25.

Electric Vehicle (EV) chargers

62 EV chargers installed, with a utilisation rate of 11%.



Affordable housing delivery

521 new and affordable homes have been delivered by Registered Providers (RPs), contributing significantly to increasing local housing supply.

Resettlement schemes

Since March 2022, 195 Ukrainian and Afghan households have been successfully housed. across the community

As part of its commitment to help deliver more affordable homes, the council continues to have discussions with a range of landowners and promoters to progress housing and residential-led, mixed use schemes. A Housing Delivery Strategy Action Plan was agreed by Cabinet for 2025/26. The plan prioritises the delivery of more affordable housing, strengthens partnerships with housing providers and community led initiatives, and outlines strategic steps to support the decarbonisation of homes across the area.

At the end of 2025/26, the average number of households in temporary accommodation on any single night was 10, a reflection on the rising number of homelessness presentations, but remains below other comparable councils. The average length of stay in temporary accommodation was 59 days, above our target of 42 days. 42 days is the statutory guidance limit for the length of time families with children or pregnant women should be housed in B&B or hotel style temporary accommodation.

The rate of successful homelessness prevention at the end of the year was 78 per cent, just below the council's own very ambitious target of 80 per cent and considerably above the South East prevention rate of 52 per cent. The most likely outcome for households where homelessness is not prevented is a stay in emergency or temporary accommodation which is both disruptive for the household and expensive for the council. 88 per cent of nominations to social housing were completed within two days, exceeding the Council's target of 80 per cent and demonstrating an efficient and responsive allocations process.

There has been a continual increase in the amount of housing that the council directly provides by purchasing property to make available for various needs. By the end of 2025/26, 64 accommodation units were provided by the council as a housing landlord, with
42 units owned by the council. This demonstrates strong progress towards our target of 80, especially in the context that the council only became a landlord again in 2023. Since March 2022, 195 Ukrainian and Afghan households have been homed through the success of the refugee accommodation project.

The work of the Housing Capacity and Community Support teams has involved a highly innovative partnership with the Ministry of Defence in Shrivenham, who helped to provide Transitional Service Family Accommodation (TSFA). Before the TSFA site closed in November 2025, the Housing Needs team helped 34 families settle into new homes. From then, the Community Support team have provided integration support to families, including helping them to set up bank accounts and access welfare support. Our Housing Officers continue to work with families to support them in securing and moving to settled accommodation.

More community-led housing has been delivered and a rural homes project designed to provide new affordable housing schemes has been supported. Since January 2026, the Housing Delivery team has established regular monthly meetings with key partners to review progress on community-led housing projects. Across the district, there are currently a small number of active community-led housing groups at different stages of development. One group is undertaking a Housing Needs Survey to help inform its next steps, while another is exploring opportunities to secure investment to bring forward land for community use. We are continuing our work with Community First Oxfordshire to support initial engagement work to help raise awareness and lay the groundwork for future projects. In addition, successful collaboration with registered providers has delivered much needed new housing provision for the district, with 521 new and affordable housing units delivered during 2025-26.

The Joint Local Plan was not adopted in December 2025. The plan is presently at examination, but hearings are expected to restart in Q2 of 2026/2027, with adoption now expected in 2027, and is currently RAG rated amber as a work in progress. However, neighbourhood planning continues to form a key part of the council's planning strategy and aim to deliver the homes and infrastructure that meet local need.





Neighbourhood planning gives communities the power to develop a shared vision for their area. One neighbourhood plan was adopted in 2025/6 in Wantage. 29 per cent of parishes in the district are now covered by a total of 21 neighbourhood plans, an increase of 1 per cent from last year. Neighbourhood plans can shape, direct and help to deliver sustainable development, by influencing local planning decisions as part of the statutory development plan. Neighbourhood plans offer the opportunity to include bespoke policies which look to address climate change and nature recovery, and to include housing allocations to address identified local needs and policies which address infrastructure.

In the 2025/26 financial year, a total of £70,081.09 in Section 106 (S106) funding for affordable housing was received by the council. During the same period, the council received £464,686.37 in Community Infrastructure Levy (CIL) funding as its district allocation. However, no new CIL funding was approved for allocation to projects as part of the 2025/26 budget-setting process, owing to an insufficient available balance to support additional commitments. Nevertheless, a total of £205,493 in CIL funding was expended during the year, reflecting the delivery of projects that had been allocated funding in previous financial years.

This expenditure contributed to a wide range of infrastructure and community improvements, including works to the Faringdon Artificial Pitch, replacement CCTV cameras, new pool filters at Faringdon Leisure Centre, accessible play equipment, refurbishment of outdoor tennis courts at the White Horse Leisure and Tennis Centre, the replacement of end-of-life play equipment, and improvements to both Portway Car Park in Wantage and the Cattle Market Car Park in Abingdon, including the incorporation of rain gardens in each location. In addition, the council distributed a total of £318,619.34 in CIL funding to town and parish councils, supporting local infrastructure and community priorities at the parish level.

Providing the Homes and Infrastructure that People Need

Enable community involvement in planning

Support infrastructure integration

Providing the homes and infrastructure people need

Deliver effective planning and high-quality development

Increase affordable housing supply

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

Dashboard:
The Power BI Dashboard landing page for this Priority contains links to performance data over time (where available) and supporting narrative.



How we will do it:



Direct Action



Working in Partnership



Exerting Influence

How we will do it:

Within the period of the Annual Delivery Plan 2025/26

Beyond the period of the Annual Delivery Plan 2025/26 (i.e 2026/27 later)

Ongoing/business as usual

Strategic Priority: Providing the homes and infrastructure people need
Strategic Objectives: Enable community involvement in planning, support infrastructure integration, deliver effective planning and high-quality development, increase affordable housing supply

Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Performance	Progress against target
Increase delivery and acquisition of affordable housing	Develop and implement a Housing Delivery Strategy Action Plan		•Housing Delivery Strategy Action Plan on track for completion	RAG	Green	Completed
			•Number of accommodation units directly provided by the council as a housing landlord	X number (increase) – target of 80 (including LAHF3) for 2026/27 & narrative	64 (42 purchased and 22 leased)	Ongoing
			•Number of new and affordable housing units delivered by Registered Providers (RPs) across the district	X number (increase) – target of 440 for 2025/26	521	Exceeded

			•Report on the work of Community Land Trusts in operation in the district and the work being done to support them	N/A (narrative only)	See dashboard	N/A
	Garden Towns/Villages Delivery Plan implementation		•Number and trajectory of total homes delivered – Didcot Garden Town (South and Vale joint reporting)	15,500 by 2031 & narrative	8206	Ongoing
			•Delivery of Community Delivery Plan – Didcot Garden Town	N/A (narrative only)	See dashboard	N/A
			•Progress through planning system – Dalton Barracks Garden Village	N/A (narrative only)	See dashboard	N/A
Prevent and tackle homelessness	Homelessness and Rough Sleeping Strategy delivery		•Homelessness prevention rate/ percentage of potential homelessness cases successfully prevented	X% (aiming for 80%)	78%	Not Met
			•Housing register numbers – households in housing need	X number (retrospective)	1612	N/A
			•Number of rough sleepers	X number (retrospective)	4	N/A
			•Percentage of nominations to social housing within two days	X% (aiming for 80%) - joint South and Vale target	88%	Exceeded
	Refugee Accommodation Programme		•Number of Ukraine and Afghan refugee families homed since March 2022	X number (retrospective)	195	N/A
	Housing Purchases Programme Housing Allocations Policy delivery		•Number of households in Emergency Temporary Accommodation	X number (decrease) – ongoing target of 8	10	Not Met

	Planning Developer Contributions Administration		•Average length of stay in Emergency (hotel/B&Bs) Temporary Accommodation	X days (aiming for 42 days)	50	Not Met
			•Amount of S106 housing funding received	£X & narrative (retrospective)	£70,081.09 Received from one development: £70,081.09 from Land South of A415 Marcham Oxon (P20/V1388/O)	
			•Amount of CIL funding received for use by the district council and approved for spend, and details of council projects delivered	£X & narrative (retrospective)	£464,686.37 = Vale CIL allocation received in 2025/26 Vale CIL funding allocated to projects in 2025/26 This was due to there being an insufficient balance to make any allocation as part of the 2025/26 budget setting process £205,493 = Vale CIL spend in	

					Narrative = CIL spend in 2025/26 towards the following projects: •£12,725 - Faringdon Artificial Pitch (project in progress) •£1,890 - Replacement CCTV Cameras (project complete) •£34,692 - Replacement Pool Filters at Faringdon Leisure Centre (project complete) •£33,994 - Accessible Play Equipment (project ongoing) •£550 - White Horse Leisure and Tennis Centre Outdoor Tennis Court	

					Refurbishment (project complete) •£60,000 - Replacement of end of life play equipment (project ongoing) •£8,024 - Portway Car Park Refurbishment including rain garden, Wantage (project complete) •£53,618 - Cattle market Car Park including rain garden, Abingdon (project in progress) Please note that spend in 2025/26 is from funding allocations made in previous financial years.	
			•Amount of CIL paid to town and parish councils	£X & narrative (retrospective)	£318,619.34	

					£163,227.90 paid in April 2025 and £155,391.44 paid in October 2025 in accordance with CIL Regulations. Full details of CIL transferred to parish councils can be found here.	
	Nature and Climate Action Plan (NCAP) delivery Local Electric Vehicle Infrastructure (LEVI) programme		•Number of EV public chargers installed on council owned land and their locations	X number (increase)	62 (=)	Ongoing
			•Utilisation percentage change for EV chargers operated on behalf of the council	X% (increase)	11% (decrease)	Ongoing
	Support the Integrated Care Board (ICB) with delivery of Great Western Park (Didcot) Health Centre		•Great Western Park Health Centre commenced and completed	RAG/trajectory & narrative (commencement in 2025/26, completion in 2026/27)	Green	Ongoing
	Garden Towns/Villages Delivery Plan implementation		•Infrastructure projects proposed, planned, underway, or delivered – Didcot Garden Town (South and Vale joint reporting)	N/A (narrative only)	See dashboard	N/A
			•Infrastructure projects proposed, planned, underway, or delivered – Dalton Barracks Garden Village	N/A (narrative only	See dashboard	N/A

Increase public and community involvement in planning	Planning Service Plan Delivery		•Increase email alert sign-ups - planning applications	116 (10% above the last three-year average of sign-ups)	Awaiting data	
	Neighbourhood Planning		•Number of successful Neighbourhood Plan proposals made (adopted). •Narrative provided on how Neighbourhood Plans have contributed to enhancing the councils' strategic objectives, reporting on the success that has been achieved e.g. protecting green spaces	X number made (retrospective)	1	N/A
				Increase in % of total number of parishes covered by Neighbourhood Plans	30% (1% reduction)	Not met
				N/A (narrative only	See dashboard	N/A
Ensure effective planning policies	Joint Local Plan Development		•Joint Local Plan examined and adopted	Yes/No (by March 2026) / RAG & trajectory	No (Amber)	Progressing at examination

Financial stability and innovative transformation

Continuous innovation and responsible investment to achieve financial stability and ensure equitable access to services

- Innovate and improve service delivery
- Ensure financial stability
- Deliver equitable access to services

What we will do:

- External funding bid development and delivery
- Budget setting and budget monitoring
- Treasury Management activity
- Asset Management
- Local Government Reorganisation
- Corporate Complaints Policy and Procedure delivery
- Customer Service Centre Service Level Agreement
- Customer Services digital offer
- Council Tax and Benefits digital offer
- Completion of Equalities Impact Screenings/Assessments
- Enable the Culture Forum

Local Government Reorganisation

During 2025/26, officers worked with colleagues across Oxfordshire authorities and West Berkshire to develop the Ridgeway and Oxford and Shires proposal.

External Funding

The Council has secured £70,000 in external funding, providing a significant boost to support priority projects, with an overall success rate of 100%.



Customer Queries

58 per cent of customer queries were responded to within 10 working days, below the target of 100%.

Customer Service

81% of calls to the Customer Service Centre are answered within 20 seconds.

In 2025/26, focus on was maintained on financial stability while improving the way services are delivered continued. The council is committed to responsible financial management, maximising external funding opportunities, modernising services, and ensuring residents have equitable and inclusive access to council services. This work took place in the context of continuing financial pressures across local government and uncertainty linked to local government reorganisation.

Financial reporting and forecasting continued to be strengthened during the year. Budget monitoring showed that service pressures were being actively managed and were expected to be offset by stronger than anticipated investment income. A prudent approach was maintained to treasury management, with activity remaining within the limits set by its Treasury Management Strategy during the first quarter of the year.

Work also progressed to support medium-term financial planning. The council began preparing the 2026/27 budget against the backdrop of local government reorganisation, inflation, major contract renewals and the need to reduce reliance on reserves over the medium term. While the planned use of reserves in 2025/26 was expected to remain sustainable, the council recognised that action would be needed to address growing budget pressures in later years.

The council continued to strengthen its approach to the management of public funds and assets. Work began on producing a joint Corporate Asset Management Framework, for the management and use of council land and property, following implementation of the Corporate Landlord Model and the appointment of Strategic Asset Management officers. The capital programme was also kept under active review, with finance officers and project managers monitoring delivery and profiling during the year.
Transformation work during the year was shaped significantly by local government reorganisation. Following the Government's announcement on the future of two-tier local government, the council worked with South Oxfordshire District Council and West Berkshire Council on proposals for a new unitary authority. During 2025/26, officers worked with colleagues across Oxfordshire authorities and West Berkshire to develop the Ridgeway and Oxford and Shires proposal, involving public and stakeholder engagement, data sharing, research and analysis.

Focus continued on customer service and digital access. The Customer Service Centre answered 81 per cent of calls within 20 seconds, exceeding the service level agreement target of 80 per cent. This indicates a strong level of responsiveness in handling incoming calls, although the figures relate solely to CSC performance and do not include contractor responses. Performance on Customer Relationship Management (CRM) response times was significantly below target, with only 58 per cent of cases receiving a response within 10 working days against a target of 100 per cent. However, the majority of cases recorded as not closed within 10 working days are those passed to council tax or benefits – these cases are passed to Capita, our contractor, and remain marked open as Capita do not provide updates on when a case has received a response, and there is no means of contractually enforcing this process.

Uptake of digital self-service channels continues to grow, with 1,031 new sign-ups to the customer services 'My Account' platform during the year, with recent growth linked to garden waste permits being made available through the customer relationship management system. Similarly, the Council Tax and Benefits online portal saw substantial usage, with a total of 31,899 sign-ups, demonstrating strong demand for digital access to these services.
In terms of equalities governance, 48 per cent of new formal decision-making processes, public-facing policies, strategies, consultations, and community delivery projects were supported by an Equality Impact Screening or Assessment (EqIA), against a target of 100 per cent. This is shaped by the fact that some S106 and DA agreements fall outside the scope of the Equality Impact Assessment Tool as they do not involve a change in policy, practice, service delivery or resource allocation which could be reasonably expected to impact individuals with protected characteristics. Across other reports however, further work is needed to ensure that equality considerations are consistently embedded across all relevant areas of council activity, and to reach the target of 100 per cent.

The Equalities team will review the existing data collection mechanisms and reporting methodology used to capture equality impact assessment (EqIA) data moving forward. Where an existing policy or decision-making framework is in place and has been subject to an EqIA, individual decisions will be 'screened out'. We will be strengthening guidance for managers and teams and ensuring that outcomes of EqIAs are more clearly recorded with a view to aligning and linking them to existing governance, policy and decision-making processes. By adopting a more consistent and streamlined approach, the aim is to both enhance compliance and provide a more accurate and comprehensive picture of EqIA activity across the organisation.

Action on Financial Stability and Innovative Transformation

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

Dashboard:
The Power BI Dashboard landing page for this Priority contains links to performance data over time (where available) and supporting narrative.



How we will do it:

- Direct Action
- Working in Partnership
- Exerting Influence

How we will do it:

- Within the period of the Annual Delivery Plan 2025/26
- Beyond the period of the Annual Delivery Plan 2025/26 (i.e 2026/27 later)
- Ongoing/business as usual

Strategic Priority: Financial stability and innovative transformation
Strategic Objectives: Ensure financial stability, innovate and improve service delivery, deliver equitable access to services

Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Performance	Progress against target
Maximise external funding opportunities to support our services and deliver great outcomes	External funding bid development and delivery		•Value of external funding secured (cumulative total)	£X (retrospective) – increase	£70,000	Ongoing
			•Success rate for external funding bids	75%	100%	Exceeded
			•Benefits of successful funding bids	N/A (narrative only)	See dashboard	N/A
Deliver robust financial reporting and forecasting	Budget setting and budget monitoring		•Overall forecast/outturn against budget (current year)	£X/RAG, trajectory & narrative (retrospective)	Green	Met

Exercise strong stewardship of all council assets	Treasury Management activity		•Compliance with Treasury Management Code of Practice	Narrative with some figures (retrospective)	The Council complied with the Treasury Management Code of Practice during 2025/26. and achieved an overall interest income of £6.4 million against a budget of £4.4 million, therefore overachieving by £2.0 million. This is due the interest rates and our investment balance being higher than expected during the year.	
	Asset Management		•Develop Asset Management Plan	Yes/No & narrative	Green	Ongoing
Deliver strategic and operational change projects to drive transformation	Local Government Reorganisation		•Two unitary authority proposal delivered on time	Yes/No (November 2025) & narrative	Green	Completed
Ensure all residents receive great customer service	Corporate Complaints Policy and Procedure Delivery		•Number of upheld/not upheld complaints (stage 1/ stage 2/referred to LGSCO)	X number (retrospective) & narrative	See dashboard	Ongoing

	Customer Service Centre Service Level Agreement		•Adhere to Customer service centre (CSC) service level agreements (figures provided for the CSC only, not applicable to contractor responses)	80% Calls answered in 20 seconds & narrative	81%	Exceeded
			•Response times on CRM	100% response time within 10 working days & narrative	58%	Not Met
	Customer Services Digital Offer		•Sign-ups to customer services 'My Account' (where residents can self-serve etc)	X number (increase) & narrative	1031	Ongoing
	Council Tax and Benefits Digital Offer		•Sign-ups to Council Tax and Benefits online portal	X number (increase)	31,899	Ongoing
Ensure all residents have equitable and inclusive access to council services	Completion of Equalities Impact Screenings/ Assessments		•Equality Impact Screening/ Assessment (EqIA) undertaken for all new formal decision-making processes ; public-facing policies, strategies, and consultations; and projects delivering community benefit	100% & narrative	48%	Not met
	Enable the Culture Forum		•Enable delivery of the Culture Forum	N/A (narrative only) – target of 3 Culture Forums per year	3	Met