



Strategic Performance Report

Quarter Three
2021/22

February 2022



**Vale
of White Horse**

District Council

CONTENTS

Contents	2
Strategic Context.....	4
Performance Summary	6
Theme 1. Providing the homes people need	7
Theme 2: Tackling the Climate Emergency	15
Theme 3: Building healthy communities	25
Theme 4: Building Stable Finances	34
Theme 5: Working in partnership	41
Theme 6: Working in an open and inclusive way	52
Covid-19 Response and recovery.....	61

BACKGROUND



1. The Council monitors performance and progress towards achieving the aims and priorities set out in the [Corporate Plan](#).
2. This report provides a strategic overview of the performance for Q3 (1 October to 31 December 2021), focusing on the activity to deliver the corporate priorities in the Vale of White Horse District Council Corporate Plan 2020-24.
3. In addition to providing a performance update and assurance against the delivery of the Council's six strategic themes in the Corporate Plan, this report will also provide any strategic context relevant to the Council's operations and, given the significant impact of Covid-19 on communities, services and staff, the report will include a section on Covid-19 response and recovery.
4. This report is the third iteration, and it is expected that it will evolve in line with the new approach to Performance Management being embedded in the Council, as well as from feedback from senior officers and Members.

STRATEGIC CONTEXT

This quarter, there was anticipation around the 26th UN Climate Change Conference of the Parties (COP26), held 31 October to 12 November in Glasgow. Significant global pressure was felt prior to and during the Conference, by the leaders and negotiators to reach agreements and set common timeframes for achieving carbon reduction targets. The resulting Glasgow Climate Pact, adopted by almost 200 countries, ramped up the call for greater action and financing for adaptation. Council commitment to tackle the climate emergency remains strong and a final draft of a Climate Action Plan was created at the end of quarter three, to be heard at the Climate Emergency Advisory Committee (CEAC) and Cabinet, at the beginning of quarter four. Additionally, at the beginning of December, the Council pledged to urge the government to establish a programme for domestic retrofitting, recognising the importance of ensuring the energy efficiency of existing housing stock, to give the Vale of White Horse a much better chance of reaching the Council's carbon neutral targets.

The later part of this quarter can arguably be defined by a swift and significant rise of a new Covid-19 variant of concern, named Omicron. The identification of the Omicron variant caused a shift in the Covid-19 landscape across the Country. As a new highly contagious variant, Omicron was set to impair the steps the Country had taken since the ending of the majority of restrictions in quarter two. This period was characterised by an ever-changing picture of both new releases of scientific information regarding the variant and natural emotion in response to this, as residents looked to festive celebrations ahead and fears that long-awaited festivities with family and friends may once again not be possible, in order to protect the population's health. On 08 December, the Prime Minister confirmed England was to move to 'Plan B' in response to the rapid spread of the Omicron variant, which included measures such as the compulsory wearing of face masks, working from home mandates and the requirement of NHS Covid Passes in specific settings.

Locally, this had a particular impact on businesses who saw many cancelled social gatherings at restaurants for example, and residents increasingly staying at home to avoid contracting Covid-19. This is a stark contrast to the beginning of the quarter, where nationally the UK economy surpassed pre-Covid levels for the first time in November after recording stronger-than-expected growth, with gross domestic product (GDP) expanding 0.9% between October and November. The Office for National Statistics reported that in particular, architects, retailers, couriers and accountants had a "bumper month".

Moreover, this quarter saw a revived acceleration of the Covid-19 vaccination programme in December, as a booster vaccine was deemed one of the main defences against this latest variant. The national 'Get Boosted Now' campaign aimed to offer all eligible adults a booster by the 31 December. The campaign led to a huge increase in vaccination rates, with over 8 million top-up jobs administered in just over 2 weeks in England (between 12 December and 30 December); the highest number of vaccinations ever recorded in a single day, was reached 18 December. This quarter, the Local Government Association highlighted the integral role councils have played in the Covid-19 vaccine programmes, working in partnership and supporting the health and wellbeing of residents.

Additionally, December of this quarter saw the release of the provisional Local Government Finance Settlement for 2022/23. This was released as a one-year settlement and included proposals of increased funding for councils compared to 2021/22, a 2022/23 services grant, a council tax 2% core referendum threshold and a 'roll over' of elements of the 2021/22 settlement, such as the current approach to the New Homes Bonus. A consultation launched 16 December to seek views on the proposals and will close early next quarter, 13 January 2022. In anticipation of this, this quarter the Council completed extensive work to review spending across the council and carried out an extensive base budget challenge exercise. The results of this will support the Council with their medium-term financial planning and preparation of a 2022/23 budget, to be heard at Cabinet and Council next quarter.

Furthermore, nationally, this quarter saw the removal of the uplift in Universal and Working Tax Credit. A £20 per week uplift/increase was implemented in March 2020 with the purpose of supporting families whose income would be affected, as the country faced the economic fallout of the Covid-19 pandemic. From 6 October 2021, the government ended this payment, which had the potential to affect 7,516 households in the Vale of White Horse.¹ Following this, the Council pledged to write to the government to call on it to reverse the cut to the £20 Universal Credit uplift. This pledge forms part of the Council's vision to help build and support thriving local communities, where everyone can enjoy the opportunity to live a happy and fulfilling life, as detailed within the Corporate Plan.

A growing focus nationally continues to be the subject of women's safety in the community. Last quarter saw the sad emergence of particularly high-profile cases in the UK, of violence against women at night, in the community. This quarter, the Council has launched a 'Safer Streets' survey in partnership with South Oxfordshire District Council and Oxford City Council, to hear from anyone who has felt unsafe in Abingdon or Didcot towns on a night out, or when returning after an evening out elsewhere. The survey aims to use resident's experiences to help shape and introduce measures to help prevent violence against women and girls travelling at night in the district. This work will continue into quarter four and beyond. The Council's involvement in the Community Safety Partnership remains key to making progress in this area and making streets safer for women and girls.

¹ Number of households on Universal Credit in the Vale of White Horse as of July 2021

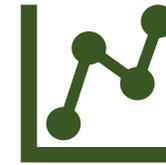
PERFORMANCE SUMMARY



Scheduled virtual networking events for local businesses took place during Q3 and were attended by over **80** representatives



We received our first applications for tree planting on council-owned land, which aims to facilitate the improvement of open spaces within the district



The unemployment rate in the district was **2.7%** in December 2021 compared to **3.9%** in December 2020

The Business Support newsletter was sent to **29,335** recipients and resulted in **3,301** click-throughs



100% of Vale's Council public meetings in Q3 were livestreamed and uploaded on YouTube

We ran **10** engagement activities in Q3, which generated **1,900** responses



We received **128** applications from local businesses for the Winter Support Grant scheme. Total funding for the scheme is **£1,030,049**



71 new affordable homes were granted planning permission in Q3



We have delivered **12** emergency food parcels to residents in financial hardship or self-isolating due to COVID-19



Social media engagement with residents and local businesses was high in Q3. We made **194** Facebook posts, which reached 66,125 people, and 156 tweets which generated **130.6k** impressions



As of 31 December, **zero** rough sleepers were recorded in the district for the first time since 2013. We also recorded a successful homelessness prevention rate of **83%**, which is above the 80% target. The average stay in temporary accommodation was **43 days**, slightly above the target of 42 days

THEME 1. PROVIDING THE HOMES PEOPLE NEED

Strategic Lead – Suzanne Malcolm – Deputy Chief Executive – Place

We will:

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

We will do this by:

- exploring and considering opportunities to bring forward the delivery of homes people can afford
- adopting a policy framework that ensures those homes could be delivered in a way that supports the environment and people living healthy lives.



Key Activities in Q3:

To support our aim to find ways to provide more genuinely affordable housing in the Vale of White Horse, during Q3 2021/22, 226 affordable homes were delivered, leaving us just 24 properties short of our target for 2021/22. Major sites currently under construction include Crab Hill (Wantage), Grove and areas near Kennington and Kingston Bagpuize. Work has also progressed on the research and collation of data that will be used to underpin a report on newly identified opportunities to expedite the delivery of these. A new Developer Contributions SPD has been adopted by the Council and came into effect on 1 November. This will enhance the Vale's ability to obtain contributions towards the provision of necessary infrastructure to support new development and mitigate the impact on the local community.

We are continuing to explore the creation of a Council-owned holding company or vehicle with developers, that will identify sites for development in the Vale. This will enable us to deliver a wide range of regeneration and community benefits including housing, community facilities, land maintenance and health. During Q3, meetings were held with the housing providers regarding sites at Dalton Barracks North-West Valley Park and Homes England to accelerate the development of 800 homes. Preliminary masterplanning has been undertaken to help facilitate the landowner's aspirations for a car free development. Future discussions to support a 'car light' development and work on both carbon and biodiversity offsetting have also been brought forward. Progress has also continued on bringing Dalton Barracks Supplementary Planning Document to Cabinet. These work together to support the delivery of innovative housing to meet our aims for high quality, low energy, zero-carbon homes.

A Joint Design Guide (JDG) Supplementary Planning Document, which incorporates new guidance on zero and low carbon construction, has been drafted for public consultation. This public engagement exercise is scheduled to commence in January 2022, with the expectation that the JDG will be adopted during Q1 2022/23. Officers and members also visited the GreenUnit manufacturing facility in Culham to learn more about their innovative, low carbon, modular buildings. Options for future policy making on sustainable construction have also been discussed at the Joint Local Plan member steering group. In addition, progress was made on the creation of a framework for the community regeneration of central Abingdon which will include more options for sustainable transport, with an update to be provided to Cabinet in January 2022.

A new policy framework continues to be developed through the Joint Local Plan and Oxfordshire Plan 2050 to help deliver homes in a way that supports peoples' wellbeing and the environment. In October, the first Joint Local Plan roundtable meeting was held with councillors to explore environmental themes and priorities and a Joint Local Plan Steering Group is scheduled for 13 January to commence early discussions regarding the scope of the new affordable housing policy. The Oxfordshire Infrastructure Strategy Phase 1 report was finalised during Q3 and will be considered by the Future Oxfordshire Partnership Board at its meeting in January 2022. The strategy aims to establish an agreed template for planning and directing around £9 billion of mainly central government investment to support Oxfordshire's growth to 2040 and beyond.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Judy Roberts	Head of Housing and Environment	Work is continuing on the research and collation of data that will underpin the council's approach to identifying opportunities to bring forward/expedite the delivery of affordable homes. The possibility of using commuted s.106 funds to provide grants to secure additional affordable housing is also being explored.
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	Cllr Judy Roberts	Master-planning Lead	During Quarter 3 2021/22, meetings were held with the Defence Infrastructure Organisation, Berkeley Homes and Homes England regarding Dalton Barracks, Ock Valley Park and the Mockler site respectively. Progress was also made on the creation of a regeneration framework for central Abingdon – an update on this work was submitted to the Cabinet Briefing scheduled in January 2022.
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.	Cllr Judy Roberts	Head of Housing and Environment	Discussions with partners on the provision of low-cost housing are still at an early stage. These efforts will complement and feed into the ongoing development of both the Affordable Housing Supplementary Planning Document and the new Affordable Housing Policy. The Vale's current priority is on the delivery of affordable housing projects already in the pipeline.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Judy Roberts	Head of Housing and Environment	The joint review of affordable housing policies will be used to inform the proposed development of a housing policy. This in turn will be utilised in the creation of the next Local Plan.
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	Cllr Judy Roberts	Head of Housing and Environment	Two housing development projects utilising s.106 commuted sum payments are progressing across Vale of White Horse. While the s.106 affordable housing funding and application process is operational, no new applications have been received thus far during Q3. Further consideration is, therefore, now being given to how the council may utilise funds to deliver affordable homes directly.
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	Cllr Judy Roberts	Head of Development and Corporate Landlord	An options appraisal report has been drafted to look at the viability of developing additional mobile home berths at Pebble Hill. This will be picked up by the new Strategic Property Manager going forward.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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.	Cllr Judy Roberts	Head of Policy and Programmes	<p>A meeting was held with the land agents for North-West Valley Park and Homes England to support the acceleration of the site. Preliminary master planning will be undertaken to help facilitate the landowner's aspirations for a car free development. In addition, future discussions to support a 'car light' development and work on both carbon and biodiversity offsetting have been brought forwards.</p> <p>Progress also continued to be made on bringing to Cabinet a report on the Dalton Barracks Supplementary Planning Document.</p> <p>During Q3, officers from the Garden Communities Team visited the GreenUnit manufacturing facility in Culham to learn more about their innovative, low carbon, modular buildings.</p>
PHPN2.1	Programme 2 - Adopt a policy framework that ensures those homes could be delivered in a way that supports the environment and people living healthy lives	Narrative report against the Programme aim	Cllr Judy Roberts	Head of Policy and Programmes	<p>During Quarter 3 2021/22, continued progress was made on the early stages of the Joint Local Plan. This included the holding of an all-councillor roundtable in October to consider the vision for the Plan. At this event, there were explorative discussions regarding the themes of housing, the environment and healthy place shaping. In addition, the Joint Local Plan member steering group, as part of the plan-making process, has met on a monthly basis throughout the quarter.</p> <p>The Oxfordshire Plan 2050 is also providing strategic policy direction in relation to the issues of housing, the environment and healthy lives. In October, the Vale submitted a response to the Oxfordshire Plan Regulation 18 (2) consultation. Moreover, the council continues to contribute to ongoing healthy place-shaping work at the county-level.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
PHPN2.2	Develop a s106 obligations strategy to inform negotiations between planners and developers	Narrative report on strategy development/adherence (once delivered)	Cllr Judy Roberts	Head of Policy and Programmes	The new Developer Contributions Supplementary Planning Document was adopted by the council on 1 October 2021. It came into effect on 1 November. This project has now been completed.
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	Cllr Andrew Crawford	Head of Finance	The method for allocating and spending CIL funds set out in the CIL spending strategy is for funds to be included in the capital programmes as part of the annual budget setting process. This has not previously occurred but forms part of 2022/23 budgets setting. This is currently underway and in Q4 (pending council approval of the budgets) CIL funds released to parish councils in October of: £381,509.94 These are the statutory release of neighbourhood funds required by the CIL regulations and once released to the parishes, it is for them to spend their allocations directly and report to us on an annual basis. So technically this cannot be classed as spend of our CIL funds.
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	Cllr Catherine Webber	Head of Policy and Programmes	<p>The Joint Local Plan member steering group, as part of the plan-making process, has met on a monthly basis throughout Q3 2021/22. As part of their work, a session was held on the specific issue of sustainable construction with consideration given to potential options for future policy making.</p> <p>The Joint Design Guide (JDG) Supplementary Planning Document, which incorporates new guidance on zero and low carbon construction, has been drafted for public consultation (scheduled to commence in January 2022). It is anticipated that the JDG will be adopted during Q1 2022/23.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Debby Hallett	Head of Housing and Environment	<p>A meeting was held on 25 November 2021 to update members on the development of the Affordable Housing Supplementary Planning Document (SPD). It was agreed that the draft SPD would go to scrutiny as part of the public consultation process. This would provide the committee with the opportunity to provide comments and raise specific matters which would then feed into the emerging SPD for the cabinet to consider. The indicative timetable suggests that the public consultation process will take place between April and May 2022.</p> <p>Between April and November 2021, there were 200 affordable housing completions in the Vale.</p>
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.	Cllr Judy Roberts	Head of Policy and Programmes	<p>During Quarter 3 2021/22, responses to the Oxfordshire Plan Regulation 18 (2) consultation – which ran from July to October 2021 – were processed by the Oxfordshire Plan team (this included four officers from South and Vale seconded on a part-time basis). This work included analysis of the options for future housing numbers within the county.</p> <p>The development of the Joint Local Plan is closely following the progress being made in creating the Oxfordshire Plan 2050.</p>
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.	Cllr Judy Roberts	Head of Policy and Programmes	<p>The Oxfordshire Infrastructure Strategy Phase 1 report was finalised during Q3 2021/22. It will be considered by the Future Oxfordshire Partnership Board at its meeting in January 2022.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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.	Cllr Debby Hallett	Head of Policy and Programmes	<p>During Quarter 3 2021/22, responses to the Oxfordshire Plan Regulation 18 (2) consultation – which ran from July to October 2021 – were processed by the Oxfordshire Plan team (this included four officers from South and Vale seconded on a part-time basis). The consultation document had included a range of environmental planning policies, within themes 1 (addressing climate change) and 2 (improving environmental quality).</p> <p>The first Joint Local Plan roundtable meeting was held with councillors in October 2021. At this event, there were explorative discussions regarding environmental themes and priorities.</p>
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	<p>Narrative update on housing policy and adherence.</p> <p>Include quantitative measures for housing mix, tenure, and affordable and shared ownership</p>	Cllr Judy Roberts	Head of Housing and Environment	<p>A meeting of the Joint Local Plan Steering Group is scheduled for 13 January 2022. This will mark the start of early discussions regarding the scope of the new affordable housing policy.</p> <p>Quantitative measures regarding housing mix, tenure and affordability will be decided during the policy development process.</p>
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	Cllr Judy Roberts	Head of Development and Corporate Landlord	Annual Target - No response submitted Q3 2021/22.

THEME 2: TACKLING THE CLIMATE EMERGENCY

Strategic Lead – Suzanne Malcolm – Deputy Chief Executive – Place

We will:

- do everything we can to help tackle the Climate Emergency
- reduce council emissions by 75% by 2025
- become a carbon neutral council by 2030
- reduce all emissions across the Vale District by 75% by 2030
- aspire to be a carbon neutral Vale district by 2045.

We will do this with:

- 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 Climate Emergency programme focussed on encouraging the wider district community to reduce its carbon footprint in order to meet the Climate Emergency targets
- a programme around exercising our influence with partners on wider policy, working with neighbouring authorities, lobbying Government, and identifying environmental policy gaps.



Key Activities in Q3:

In Q3, the Council produced a draft Climate Action Plan (CAP) designed to contribute to both our goal of being carbon neutral in Council operations by 2030 and our aspiration to see the district carbon neutral by 2045. Once approved (in Q4), CAP progress will be reviewed on a quarterly basis by the Climate Emergency Advisory Committee (CEAC) and reported to Cabinet in line with Council's Corporate Performance Management Framework.

To meet the goal of becoming a carbon neutral Council by 2030, it is vital that we do all we can to cut emissions from our own buildings. During Q3, Insight and Policy continued to work with Concept Energy to develop a 'model' bid for the decarbonisation of the White Horse Tennis and

Leisure Centre. This speculative bid preparation work is intended to assist the Vale when it applies for external funding in the future. As leisure centres are the source of around fifty per cent of our overall operational emissions, this will be a significant step to reducing the Council's carbon footprint. We are also preparing for a procurement exercise that will allow us to secure an external organisation to help us with the assessment and decarbonisation of all remaining council buildings. Our membership of the Future Oxfordshire Partnership Environment Group has continued to be a strong forum for exercising our influence with partners on wider policy relating to Tackling the Climate Emergency.

In Q3 we also entered into a contract with EZ-Charge to provide electric vehicle charging points in five car parks, to be installed by the end of March 2022.

The role of Vale of White Horse as a planning authority is significant to our work on tackling the climate emergency. In Q3, the first Joint Plan roundtable meeting was held with councillors where explorative discussions on environmental themes and priorities took place. In addition, the Joint Local Plan member steering group met monthly and continued its work developing new policies in relation to the reduction of carbon emissions from buildings. In October 2021, the Vale of White Horse responded to the Oxfordshire Plan 2050 Regulation 18 (2) consultation. The consultation document set out a range of policy options on sustainable growth and environmental planning policies under a number of themes including addressing climate change, improving environmental quality and sustainable communities. Vale of White Horse also submitted a response to the "Creating a vision for the Oxford-Cambridge Arc" consultation to support the embedding of climate emergency principles within the proposals.

After attracting funding from Defra's Natural, Environment and Readiness Fund a pilot scheme has been developed in partnership with the Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust and Finance Earth to develop a Habitat Bank. Initial work on the pilot is underway, including exploring likely net gain requirements with developers.

Since the adoption of the policy on tree planting on council land in Q2, the Council has received, and given approval in principle, to two applications for planting trees on Rye Farm Meadows, Abingdon and in Memorial Park, Wantage. The tree planting on council owned land policy represents a specific opportunity for the Vale to facilitate the improvement of open spaces within the district.

In line with our commitment to improving how we measure air quality, a Particulate Matter (PM) Monitor was installed in Marcham with data collection from this site commencing in January 2022, in line with the timeframe outlined in the Q2 report. As part of the Councils' 2022/23 budget setting process, during Q3, a growth bid was submitted during to fund the development of new Air Quality Action Plans within the district.

The Council's Communications Team have undertaken several successful campaigns to increase awareness of the climate emergency and encourage the wider community to reduce its carbon footprint. The campaigns included waste reduction around the Halloween and Christmas periods, the Move Together campaign (with a focus on accessing nature), and National Tree Week, which supported the council's tree planting policy. Following extensive preparatory work in Q2, we undertook a COP26 campaign focused on explaining how international policy and decisions made at the conference will affect the district.

In Q3, we continued work on our commitment to lobby HM Government on key policy areas, including calling for a national scheme for domestic retrofitting. We also highlighted the Council's joining of the UK 100 organisation, a network of locally elected leaders committed to addressing the issue of climate change.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	<p>During Quarter 3 2021/22, Insight and Policy have continued to collaborate with Concept Energy on the development of a 'model' bid for the White Horse Tennis and Leisure Centre. This speculative bid preparation work is intended to assist the Vale when it applies for external funding in the future.</p> <p>In addition, officers have also prepared procurement documentation that will allow the continuation of both site assessments and decarbonisation plans for all remaining council assets. The initial focus of this work will be on our leisure centres (they represent around 50 per cent of overall operational emissions).</p>
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.	Cllr Catherine Webber	Head of Policy and Programmes	In Quarter 3 2021/22, extensive engagement took place with members in relation to the Climate Action Plan (CAP). An initial draft was distributed in November, with a follow-up drop-in session on 9 December. The CAP will be a key delivery vehicle in achieving the Council's plans to deliver a zero-carbon position for all Vale assets by 2030.
TCE1.2	Complete the CEAC Year One Climate Action Plan and plan for future years	Narrative report on progress	Cllr Catherine Webber	Head of Policy and Programmes	<p>During Q3 2021/22, the CEAC held one meeting (4 October). At this meeting, the CEAC:</p> <ul style="list-style-type: none"> •Promoted the new tree planting on Council owned land policy. •Reviewed a report from the joint Scrutiny Committee Task and Finish group on Retrofit. •Considered the Pathways to Zero Carbon Oxfordshire (PAZCO) report. •Received an update from the Cabinet Member for Climate Change and Environment.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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.	Cllr Catherine Webber	Head of Policy and Programmes	The tree planting on council owned land policy represents a specific opportunity for the Vale to facilitate the improvement of open spaces within the district. Since being adopted at the end of Quarter 2 2021/22, the council has received two full applications – from Abingdon Carbon Cutters for planting on Rye Farm Meadows and from Sustainable Wantage (in partnership with Wantage Town Council) for Memorial Park. During Q3 2021/22, these were considered by both a cadre of specialist officers and by the Asset Management Group (at its meeting on 13 December 2021).
PROGRAMME 2	A climate emergency programme focussed on encouraging the wider district community to reduce its carbon footprint in order to meet the Climate Emergency targets	A narrative update of the work of the comms team in promoting measures/initiatives which will help the community to reduce its carbon footprint.		Head of Policy and Programmes	In Quarter 3 2021/22, the council has run several successful comms campaigns designed to promote initiatives that will increase awareness of the climate emergency and help the community reduce its carbon footprint. These included: <ul style="list-style-type: none"> •The promotion of the Vale joining UK100 organisation. This affirmed the council's commitment to emissions targets and playing a decisive role in addressing the issue climate change. •A waste reduction and reuse campaign around Halloween. •A COP26 campaign - including video clips and quotes from community groups, councillors and residents. •Publicly calling for a national scheme for domestic retrofitting (this followed a motion passed by Full Council on 6 October 2021). •Highlighting national tree week on 27 November with a direction to the council's tree planting policy. •A Christmas waste and recycling campaign. •Promoting access to nature through the Move Together campaign.
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	Cllr Catherine Webber	Head of Policy and Programmes	In Quarter 3 2021/22, extensive engagement took place with members in relation to the Climate Action Plan (CAP). An initial draft was distributed in November, with a follow-up drop-in session on 9 December. The CAP will be a key delivery vehicle in achieving the council's plans to deliver a zero-carbon position for all Vale assets by 2030.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Catherine Webber	Head of Policy and Programmes	The Joint Design Guide (JDG) Supplementary Planning Document, which incorporates new guidance on zero and low carbon construction, is scheduled to commence its public consultation in January 2022. It is anticipated that the JDG will be adopted during Q1 2022/23.
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	Cllr Catherine Webber	Head of Policy and Programmes	<p>The first Joint Local Plan roundtable meeting was held with councillors in October 2021. At this event, there were explorative discussions regarding environmental themes and priorities.</p> <p>In addition, the Joint Local Plan member steering group, as part of the plan-making process, has met on a monthly basis throughout Q3 2021/22. As part of their work, they are developing new policies on issues such as sustainability and the environment (one of their sessions was specifically devoted to the subject of climate change).</p>
TCE2.4	Ensure our Local Plan contains policies 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	Cllr Debby Hallett	Head of Policy and Programmes	<p>The Joint Local Plan member steering group, as part of the plan-making process, has met on a monthly basis throughout Q3 2021/22. As part of their work, they are developing new policies designed to help the Vale achieve its corporate plan objectives in relation to carbon reduction from buildings.</p> <p>In addition, the next Joint Local Plan roundtable meeting (scheduled for January 2022) will be focused upon the issue of climate change.</p>
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	Cllr Catherine Webber	Head of Policy and Programmes	The Climate Action Plan (CAP) will be the Vale's key delivery vehicle in achieving our climate emergency goals going forwards. During Q3, an initial draft of the Plan was distributed for engagement from members. Once approved, progress against the goals within it will be reviewed on a quarterly basis by the CEAC.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Catherine Webber	Head of Housing and Environment	A Particulate Matter (PM) Monitor was installed in Marcham during Q3 to help measure air quality. Data has now started to be collected from this site.
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.	Cllr Catherine Webber	Head of Housing and Environment	The Annual Status Reports for the Vale's Air Quality Management Areas have been approved by Defra. A growth bid has been submitted as part of the 2022/23 budget setting process to resource the development of new Air Quality Action Plans.
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	Cllr Catherine Webber	Head of Policy and Programmes	After successfully attracting funding from Defra's Natural Environment Readiness Fund, South and Vale (in partnership with the Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust (BBOWT) and Finance Earth) have set up a Habitat Banking Pilot Scheme with the aim of establishing two habitat banks (one in each district). Initial work on the project is now underway, with contacts being made with developers to look at their likely net gain requirements.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
PROGRAMM E 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	<p>During Quarter 3 2021/22, the Vale, through its membership of the Future Oxfordshire Partnership Environment Group, was able to influence neighbouring authorities in relation to the environment and climate change. At the Group's meeting in November 2021, members reviewed a detailed report proposing the development of a plan to deliver a zero carbon Oxfordshire. They also received an update on the actions being taken by the county's councils in respects to domestic retrofitting.</p> <p>The Vale also continued throughout Q3 to lobby HM Government in relation to several environmental topics. Furthermore, the council also joined the UK100 (a network of locally elected leaders committed to addressing the issue of climate change).</p>
TCE3.1	Complete the CEAC Year One Action Plan and plan for future years	Narrative report on progress	Cllr Catherine Webber	Head of Policy and Programmes	The Climate Action Plan (CAP) will be the Vale's key delivery vehicle in achieving our climate emergency goals going forwards. During Q3, an initial draft of the Plan was distributed for engagement from members. Once approved, progress against the goals within it will be reviewed on a quarterly basis by the CEAC.
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	Cllr Catherine Webber	Head of Housing and Environment	<p>The current 2021/22 recycling rate to the end of November is 62.23% compared to 65.22% for the same period last year.</p> <p>Waste communications in Q3 include:</p> <ul style="list-style-type: none"> • Reduce, Reuse and Recycle Halloween and Christmas Campaign • Halloween reuse competition for children • Food waste promotion – pumpkins can be recycled • Encouraging residents to use their green food bin and not waste food – highlighting how much money people could save each year • Christmas waste promotion – a leaflet delivered to every household in both districts promoting reduce reuse recycling. • Christmas social media campaign along with some short videos on sorting your waste, reduce reuse, recycle • Soft plastics recycling promotion – on Binzone and website • Christmas tree recycling

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Catherine Webber	Head of Policy and Programmes	<p>The tree planting on council owned land policy represents a specific opportunity for the Vale to facilitate the improvement of open spaces within the district. Since being adopted at the end of Quarter 2 2021/22, the council has received two full applications – from Abingdon Carbon Cutters for planting on Rye Farm Meadows and from Sustainable Wantage (in partnership with Wantage Town Council) for Memorial Park. During Q3 2021/22, these were considered by both a cadre of specialist officers and by the Asset Management Group (at its meeting on 13 December 2021).</p> <p>Following the approval of both applications in principle, the respective groups were informed and are now working with officers to discuss their plans in detail. Concurrently, progress was also made in respects to the legal documentation needed to licence these projects.</p>
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.	Cllr Catherine Webber	Head of Policy and Programmes	<p>The Environment Act came into force in November 2021 and contained provisions for the creation of Local Nature Recovery Strategies. Further details and supplementary regulations (including their implementation date) are expected in early 2022. It is expected that the County Council will be the body responsible for producing a Nature Recovery Strategy for Oxfordshire.</p>
TCE3.5	Work with partners to provide electric charging points in Vale car parks and at our buildings, and increase charging infrastructure across Oxfordshire	<p>A narrative update to include work to promote and develop EV infrastructure across the district.</p> <p>Quantitative element - breakdown of existing/planned EV charging points</p>	Cllr Catherine Webber	Head of Development and Corporate Landlord	<p>The council entered a contract with EZ-Charge to provide electric vehicle charging points in five car parks during Q3. The intention is for this work to be completed by the end of March 2022.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Emily Smith	Head of Policy and Programmes	During Quarter 3 2021/22, the Vale submitted a corporate response to the 'Creating a vision for the Oxford-Cambridge Arc' consultation.
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	Cllr Emily Smith	Head of Policy and Programmes	In October 2021, the Vale responded to the Oxfordshire Plan Regulation 18 (2) consultation. The consultation document set out a range of sustainable growth and environmental planning policies under a number of themes (addressing climate change; improving environmental quality; creating strong and sustainable communities; planning for sustainable travel and connectivity; and creating jobs and providing homes).
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.	Cllr Catherine Webber	Head of Policy and Programmes	<p>At their meeting on 4 October 2021, the CEAC reviewed a report on the barriers to retrofitting from the Joint Retrofitting Homes Task and Finish Group. Copies of this document, and associated lobbying correspondence, were also sent to the Department for Business, Energy and Industrial Strategy.</p> <p>During Quarter 3 2021/22, the Vale, through its membership of the Future Oxfordshire Partnership Environment Group, was able to influence neighbouring authorities in relation to the issue of retrofit. At the Group's meeting in November 2021, members received an update on the actions being taken by the county's councils in respects to domestic retrofitting and discussed potential ideas for a future programme of work.</p>

THEME 3: BUILDING HEALTHY COMMUNITIES

Strategic Lead – Adrianna Partridge – Deputy Chief Executive – Transformation and Operations

We will:

- contribute to making people's lives healthier by encouraging the switch to more active travel, improving air quality where people work and live, and providing active opportunities.

We will do this by:

- building strong communities and connections with a sense of place and strong community identity
- promoting healthy place shaping and active communities for everyone
- safeguarding and supporting our vulnerable residents



Key Activities in Q3:

We continue to deliver a range of work to eliminate homelessness across the Vale and to support the promotion of healthy communities and to safeguard and support vulnerable residents. The Housing Needs team uses targeted prevention and early intervention measures to help people at risk avoid homelessness. Each year this translates into preventing hundreds of households from becoming homeless. For the first time since 2013, Q3 2021/22 saw the Vale of White Horse record **zero** rough sleepers on 31 December 2021. So far, in the year-to-date, the rate of successful homelessness prevention is 83 per cent, above the target rate of 80 per cent.

In Q3 there were 15 homeless households in temporary accommodation (TA), with the average length of stay in emergency TA of 43 nights, which is slightly above the target of 42.

In Q3, the Council obtained external funding to deliver our commitment to promote active and healthy communities. Additional funding was obtained to arrange more “Xplorer” events in the district, which are family-friendly navigation challenges. Furthermore, following the success of Active Reach projects in Faringdon and Abingdon, we worked with Active Oxfordshire to bid for additional funding from Sport England’s Tackling Inequalities fund for other locations in the Vale. The Active Reach fund provides resources to local voluntary groups and charities that help older and vulnerable residents access activities in their community. As a result of the projects undertaken so far, the council has built new partnerships with local organisations and charitable groups. In addition, the Active Communities team has led discussions with partners to introduce a “Creature Trail” in South Abingdon to be funded through the Community Outbreak Management Fund.

The Council are also reviewing how we can use our assets to further our ambitions to promote active and healthy communities and build communities with a strong sense of place and identity. In Q3, we continued to review the use of community buildings and other council owned or operated facilities to maximise both usage and income. The Council also commenced the study of the Sport England Strategic Options Planning Guidance, which will help assess the state of Vale’s leisure facilities and inform the development of the Active Communities Strategy.

In addition, to promote the development of strong community identity and a sense of place, the Council is continuing to focus on the ongoing response and recovery to the Covid-19 pandemic. The Community Enablement team also provided advice and support to the voluntary sector as it recovers from the effects of the pandemic and adjusts to changing needs with the communities.

In Q3, Councillors continued to engage with our strategic partners on Oxfordshire health partnership boards to support county wide working on key health issues, including attendance at the Oxfordshire Health Improvement Board. Discussions were held with Councillors and officers with regards to the development of a Public Arts policy, which is scheduled to be defined with more detail in Q4. The Council approved both the IT and customer services strategies, which outline our commitment to improving access to services through the use of technology for residents.

The Community Safety team continued to deliver essential services to safeguard and protect our vulnerable residents. In Q3, they received 21 safeguarding referrals, the majority of which were due to fears for welfare. This represents an increase on both Q1 and Q2 when the team received 11 referrals each. The Oxfordshire Domestic Abuse Service (ODAS), which the Community Safety Partnership help fund, has received 66 referrals so far this year, of which 22 were in Q1, 25 in Q2 and 19 in Q3. This represents an increase on 2020/21. No closure orders were issued in Q3, compared to 3 in Q2 and 20 in Q1. Closure orders are intended to target those premises that could be considered ‘high risk’ and where there is evidence of exploitative or coercive practice or the involvement of children.

Performance Measures

Chart A BHC3.4: Number of homeless in temporary accommodations

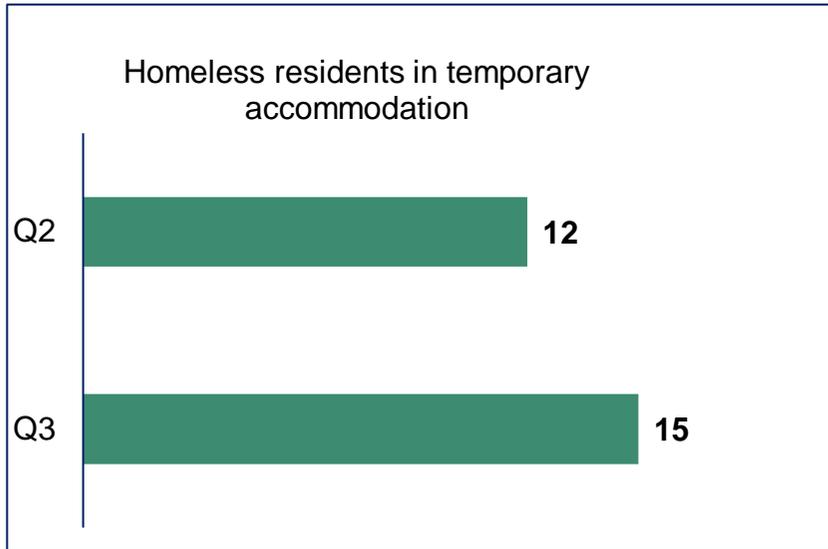


Chart B BHC3.4: Average length of stay in temporary accommodation against target

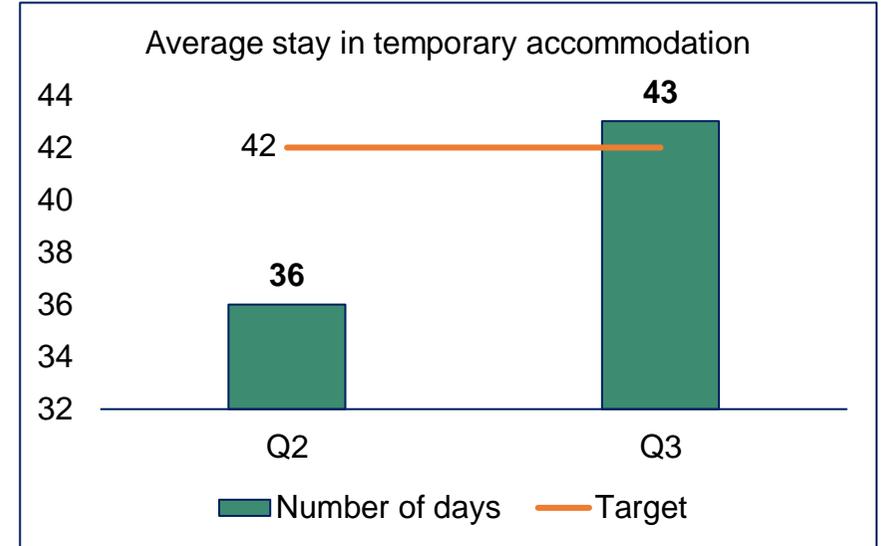
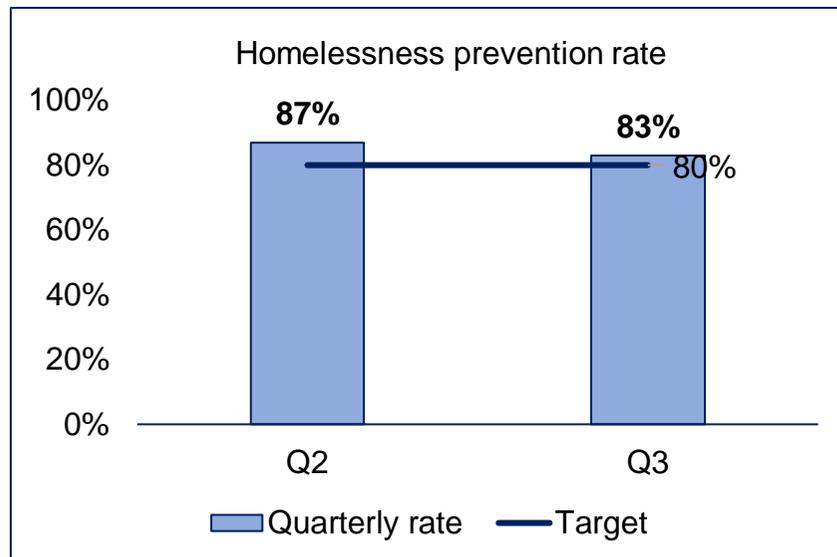


Chart C BHC3.4: Successful homelessness prevention rate



Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
PROGRAMME 1	Building strong communities and connections, with a sense of place and strong community identity	Narrative update		Head of Policy and Programmes	
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	Cllr Helen Pighills	Head of Development and Corporate Landlord	<p>The Vale approved the Strategic Property Review in October 2021. The next step is for a study to be undertaken of the council's future property requirements.</p> <p>The Vale continued to work with GLL (the council's leisure centre operator) in relation to the financial support package and Deed of Variation that were agreed between the two parties during 2021. We also continued our efforts to maximise usage and income for district's leisure facilities.</p> <p>The council also, during Q3 2021/22, engaged with CIPFA to assist with the design and implementation of the Corporate Landlord model. This is intended to help to provide an improved understanding of the Vale's asset base and enable a proactive corporate 'asset challenge' process which will encompass our community buildings.</p>
BHC1.2	Establish a Public Arts policy	Narrative update on the progress towards developing a public arts policy	Cllr Helen Pighills	Head of Policy and Programmes	In Quarter 3 2021/22, discussions were held with officers and members regarding a Public Arts Policy for the Vale. Work to define and draft this document is scheduled to start during Q4.
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	Cllr Helen Pighills	Head of Policy and Programmes	<p>During Quarter 3 2021/22, a report on the Vale's Covid-19 response activity and the Oxfordshire system level recovery and renewal framework was drafted. This is scheduled to be reviewed by Cabinet in Q4.</p> <p>The Community Enablement team has also continued to offer support and advice to the voluntary sector as the district contends with the effects of the pandemic. Additionally, during this quarter, the council also considered and approved their IT strategy, noting its progress updated implementation programme. The council also approved their customer services strategy, which outline the council's commitment to improving the use of technology and access to services.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	<p>Narrative report on the work with partners to promote active travel and encouragement of cycling and walking infrastructure</p> <p>Quantitative measure of amount of new footpaths/cycle paths approved since last report/YTD etc.</p>	Cllr Judy Roberts	Head of Policy and Programmes	<p>During Quarter 3 2021/22, work on the development of the Active Communities Strategy continued. This will help to support and promote Active Travel within the district.</p> <p>In addition, progress (in conjunction with Oxfordshire County Council) was made on the creation of a Local Cycling and Walking Infrastructure Plan (LCWIP) for Didcot Garden Town (this work will include several villages within the Vale).</p>
BHC1.5	Develop planning policies to ensure careful consideration of the effect of air pollution on the lives of people who will live there	<p>Narrative update to include information relevant to BHC 5.1,</p> <p>Quantitative measure - the number of neighbourhood plans and the stage they are current at</p>	Cllr Debby Hallett	Head of Policy and Programmes	In October 2021, the Vale responded to the Oxfordshire Plan Regulation 18 (2) consultation. The consultation document set out the preferred policy approach for the protection and enhancement of air quality within the county.
BHC1.6	Update the Air Quality Management Action Plans for the Vale's air pollution hotspots; Work with Oxfordshire County Council to improve how we measure and report air pollution and how we will work with schools and community groups to raise awareness of our clean air campaigns	Narrative update on activity related to BHC 1.6	Cllr Catherine Webber	Head of Housing and Environment	<p>The Annual Status Reports for the Vale's Air Quality Management Areas have been approved by Defra.</p> <p>A growth bid has been submitted as part of the 2022/23 budget setting process to resource the development of new Air Quality Action Plans.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
PROGRAMME 2	Promoting healthy place shaping and active communities, for everyone	Narrative update		Head of Policy and Programmes	Quarter 3 2021/22 saw the continuation of various programmes designed to help build healthy communities. This work was carried out by the Community Hub, Active Communities and Arts teams and focussed upon those most affected by the pandemic.
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	Cllr Helen Pighills	Head of Policy and Programmes	<p>During Q3 2021/22, officers continued to review the Sport England Strategic Options Planning Guidance Report. This work will help the council assess the current state of their owned/operated leisure facilities and will used to inform the Active Communities Strategy.</p> <p>In addition, the Vale has received a quote for the undertaking of further development work on the strategy.</p>
BHC2.2	Work with Active Oxfordshire to target get active projects in our most deprived communities	Narrative update on proposals from Active Oxfordshire	Cllr Helen Pighills	Head of Policy and Programmes	<p>During Q3 2021/22, the Active Communities team have worked with Active Oxfordshire to secure additional Sport England funding. This will be used to extend the Active Reach model into other locations in the Vale.</p> <p>In addition, as a result of the Active Reach projects undertaken in Abingdon and Faringdon, the council has also been able to build new partnerships with local organisations and charitable groups.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Helen Pighills	Head of Policy and Programmes	<p>During Q3 2021/22, the Active Communities team was able to secure additional funding to deliver further Xplorer events in the Vale and establish permanent markers for orienteering.</p> <p>In addition, initial discussions were held with local partners to introduce a Creature Trail in South Abingdon using Contain Outbreak Management Funding (COMF).</p>
BHC2.4	Identify councils owned land for community gardening and allotments projects	Narrative update on the work/outcomes from the Strategic Property Review	Cllr Helen Pighills	Head of Development and Corporate Landlord	<p>The Vale approved the Strategic Property Review in October 2021. The next step is for a study to be undertaken of the council's future property requirements.</p> <p>During Q3 2021/22, the terms of reference for the Asset Management Group (AMG) were agreed to and its first meeting was held – in December. The AMG intends to assess the council's land ownerships in a holistic manner and consider opportunities for their development, usage or disposal.</p>
BHC2.5	Active engagement with the Oxfordshire Health Improvement Board and Health Overview and Scrutiny Committee to ensure the Vale has strong representation in countywide health forums	Narrative update on work with the Oxfordshire Health Improvement Board/Health overview and Scrutiny Committee	Cllr Helen Pighills	Head of Policy and Programmes	<p>At its meeting in Quarter 3 2021/22, the Health Improvement Board was presented with a Covid-19 impact analysis for Oxfordshire. It also received a performance update on four key priority areas:</p> <ol style="list-style-type: none"> 1. A good start in life. 2. Living well 3. Ageing well 4. Tackling wider issues that determine health <p>In addition, Healthwatch Oxfordshire provided an update on its 2017 report, focusing upon the issues of active travel and domestic support abuse.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
PROGRAMME 3	Safeguarding and supporting our vulnerable residents	Narrative report on support provided by the VCS and potentially the number of properties approved with special adaptations (drawn from AMR data, available annually)		Head of Housing and Environment	<p>During Q3 2021/22, 21 safeguarding concerns were raised with the council – the majority of which were for 'fear for welfare'. Nine of these resulted in a referral to County Safeguarding Teams.</p> <p>No closure orders were issued during Q3 (a closure order acts to safeguard access to properties where vulnerable tenants are being exploited).</p>
BHC3.1	Work as part of the South and Vale Community Safety Partnership on the agreed priorities: tackling Domestic abuse; exploitation of vulnerable people and children (including modern slavery, county lines); and reducing knife crime, harm and vulnerability caused by drugs and alcohol	Narrative report on work with partners, to include relevant published statistics as quantitative measure for information	Cllr Helen Pighills	Head of Housing and Environment	<p>The data from the domestic abuse service for Quarter 3 2021/22 will be available in the middle of Quarter 4 2021/22.</p> <p>During Quarter 2, the countywide service received 362 calls to their helpline. 84 of these contacts came from South and Vale. The overwhelming majority of calls received by the service were from women (79.0 per cent), with the largest proportion being from those aged between 35 and 49. Across Oxfordshire, 24 new clients were referred for outreach – eight of whom were from South and Vale. A total of 73 victims across the county received outreach support this quarter (50 were existing clients).</p> <p>In addition, there continues to be an increase in the number of referrals to the sanctuary scheme. So far this year, there have been 66 – 25 in Q1, 22 in Q2 and 19 in Q3.</p>
BHC3.2	Develop a new framework on vulnerability, responding to changes in needs arising from the Covid-19 pandemic	Narrative update on related work	Cllr Helen Pighills	Head of Policy and Programmes	<p>During Quarter 3 2021/22, work progressed on the development of an Oxfordshire wide recovery and renewal programme. This will highlight areas (e.g. our most vulnerable residents) that will need to be the focus of the council's ongoing response to the pandemic. The framework for the Oxfordshire system recovery and renewal programme is scheduled to be reviewed by cabinet in Q4.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
BHC3.3	Review and Revise the Joint Taxi Licensing Policy	Narrative update on the JTLP	Cllr Helen Pighills	Head of Housing and Environment	The work to review, revise and embed the new Joint Taxi Licensing Policy was completed during Q2 2021/22.
BHC3.4	Take a key role in countywide homelessness prevention and provision for young people, those with mental health conditions and review of adult homelessness pathway	<p>Narrative update on influencing/partnership activity, new initiatives.</p> <p>Quantitative update on successful homelessness cases + other homelessness stats, TA stats including average length of stay etc.</p>	Cllr Helen Pighills	Head of Housing and Environment	<p>For the first time in recent years, the Vale recorded zero rough sleepers as of 31 December 2021.</p> <p>The number of homeless households in temporary accommodation (TA) in December was 15 (see chart A BHC3.4 on page 27). The average length of stay in emergency TA was 43 nights, which is marginally above the ceiling target of 42 nights (see chart B BHC3.4 on page 27).</p> <p>Five of the six Housing First phase 2 rough sleepers have now been accommodated and are successfully maintaining their tenancies. The sixth is due to move in early February.</p> <p>In the year-to-date, the rate of successful homelessness prevention is 83.0 per cent. This is above the target of 80.0 per cent (see chart C BHC3.4 on page 27).</p> <p>The Vale continues to actively participate in delivering the countywide homelessness and rough sleeping strategy. It was also a member of the commissioning group that procured new adult homelessness services in Oxfordshire from April 2022.</p>

THEME 4: BUILDING STABLE FINANCES

Strategic Lead – Simon Hewings – Head of Finance

We will:

- manage the council's resources responsibly and make effective use of the council's assets
- do our best to build financial resilience to protect the council against future uncertainties
- work across the public sector to influence and maximise funding for local government, in order to continue to invest and provide the services residents and businesses need.

We will do this by:

- exploring and actively considering all avenues to deliver financial stability, including maximising income available to the council
- making 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.



Key Activities in Q3:

In order to build financial resilience to protect the Vale against future uncertainties, in Q3 2021/22 discussions were held with the Cabinet Member for Finance regarding potential areas for investment that could be included in the Capital Strategy. The Strategy is currently being expanded to outline that the Council will consider investment in property, loans to companies and renewable energy.

The Vale also continues to work with Link Asset Services on a review of funds to provide options for treasury investments. The council 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. This review will feed into the Vale's Treasury Management Strategy.

The Head of Finance and the Head of Policy and Programmes undertook a revenue base budget challenge exercise during Q3, which resulted in revenue savings in excess of £800,000. Evidence from the fees and charges benchmarking review (completed in Q1) was used to inform this work.

During Q3, the Vale continued to work across the public sector to influence and maximise funding for local government. Insight and Policy (working with the Head of Finance, the Leader of the Council and the Cabinet Member for Finance) commenced a lobbying campaign in relation to highlighting the need for a multi-year financial settlement that enables stable medium-term financial planning. Letters were sent to the Secretary of State for Levelling Up, Housing and Communities and also local MPs. These efforts will continue into Q4.

While Insight and Policy have continued to provide support in signposting and scanning for external funding, the Vale is further enhancing capacity within this area by recruiting an External Funding Lead to help identify potential funding opportunities to progress corporate priorities and assist in service delivery. During Q3, a job description for this position was produced. The role is currently being advertised and will be subject to recruitment during Q4.

To deliver on our commitment to manage resources responsibly and to make effective use of our assets, Full Council approved the Strategic Property Review (SPR) during October 2021. By providing an overview of all the Vale's property assets, the SPR is designed to ensure that they are optimised to meet the council's corporate plan objectives. Work can now commence on the next stage of this project – a review of the Vale's future property requirements.

The Vale also engaged with CIPFA on the design and implementation of the Corporate Landlord model. This is intended help 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).

Following an internal review of the budget spend at the Beacon (carried out during Q2), proposals regarding potential savings were submitted to members for their consideration. In addition, the first meeting of the Vale's Asset Management Group was held in December 2021. The Group intends to assess the council's land ownerships in a holistic manner and consider opportunities for their development, usage or disposal.

The Vale's new Procurement Strategy was agreed at Cabinet in October which will give the council clearer direction and guidance when purchasing goods, services and works.

Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Andrew Crawford	Head of Finance	<p>During Quarter 3 2021/22, the Head of Finance and the Head of Policy and Programmes undertook a revenue base budget challenge exercise. This scrutinised budgets from across the council to identify areas of over-budgeting. It resulted in revenue savings in excess of £800,000.</p> <p>In addition, discussions have been held with the Department for Levelling Up, Housing & Communities (DLUHC) and CIPFA regarding the Vale's financial situation. The Leader of the Council also wrote to the Secretary of State at DLUHC to illustrate our current position and to highlight the need for reform.</p>
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 investment strategy and subsequent decision-making around investing	Cllr Andrew Crawford	Head of Finance	<p>During Quarter 3 2021/22, discussions have been held with the portfolio holder regarding potential areas for investment that could be included in the Capital Strategy (this covers all investment that is not treasury management investment). It is being expanded to say that the Vale will consider such investment in the following areas:</p> <ul style="list-style-type: none"> •Property •Loans to companies •Renewable energy <p>Such investment would have to be in line with the CIPFA prudential code which means in practice that such investment cannot be primarily for commercial gain and must be primarily to support achievement of the Council's objectives and must be proportional to the council's financial standing.</p> <p>The Vale also continues to work with Link Asset Services on a review of funds to provide options for treasury investments. The Council is looking to diversify the instruments that we can invest in to seek better returns whilst still complying with the Treasury Management code of practice requirements. This review will feed into the council's Treasury Management Strategy.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Andrew Crawford	Head of Policy and Programmes	<p>While Insight and Policy continue to provide support in highlighting external funding opportunities, the Council is looking to further enhance capacity in this area. Therefore, during Q3 2021/22, a job description for an External Funding Lead was produced. This role is currently being advertised and will be subject to recruitment in Q4.</p> <p>The Vale is also continuing to undertake speculative bid preparation work – with Concept Energy – to create a proposal for the White Horse Tennis and Leisure Centre. This will provide the council with a 'model' bid to submit into future rounds of the Public Sector Decarbonisation Scheme. It will also provide an example of what a strong bid looks like.</p>
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	Cllr Andrew Crawford	Head of Finance	A base budget challenge process was undertaken during Q3 2021/22. This considered the levels of fees and charges across all service areas.
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	Cllr Andrew Crawford	Head of Finance	No progress to report Q3 2021/22.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Andrew Crawford	Head of Finance	Annual Target - No response submitted Q3 2021/22.
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.	Cllr Andrew Crawford	Head of Policy and Programmes	During Quarter 3 2021/22, Insight and Policy (working with the Head of Finance, the Leader of the Council and the Cabinet Member for Finance) started a lobbying campaign in relation to the one-year Local Government Finance Settlement and the lack of flexibility regarding council tax increases. Letters were sent to the Secretary of State and local MPs. These efforts will continue in Q4.
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	Cllr Andrew Crawford	Head of Policy and Programmes	During Quarter 3 2021/22, Insight and Policy (working with the Head of Finance, the Leader of the Council and the Cabinet Member for Finance) started a lobbying campaign in relation to the one-year Local Government Finance Settlement and the lack of flexibility regarding council tax increases. Letters were sent to the Secretary of State and local MPs. These efforts will continue in Q4.
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	Cllr Andrew Crawford	Head of Development and Corporate Landlord	The Vale approved the Strategic Property Review in October 2021. The next step is for a study to be undertaken of the council's future property requirements. During Q3 2021/22, the terms of reference for the Asset Management Group (AMG) were agreed to and its first meeting was held – in December. The AMG intends to assess the council's land ownerships in a holistic manner and consider opportunities for their development, usage or disposal.
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	Cllr Andrew Crawford	Head of Finance	Although this is an annual target, the procurement policy was submitted and agreed by Cabinet on 1 October 2021.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
BSF2.2	Conduct a Strategic Property Review to identify opportunities to enhance, redevelop, transfer the council's assets to maximise income and/or benefit to the district	Narrative report on the progress of the SPR	Cllr Andrew Crawford	Head of Development and Corporate Landlord	<p>The Vale approved the Strategic Property Review in October 2021. The next step is for a study to be undertaken of the council's future property requirements.</p> <p>During Q3 2021/22, the terms of reference for the Asset Management Group (AMG) were agreed to and its first meeting was held – in December. The AMG intends to assess the council's land ownerships in a holistic manner and consider opportunities for their development, usage or disposal.</p>
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	Cllr Andrew Crawford	Head of Development and Corporate Landlord	<p>During Quarter 3 2021/22, the council engaged with CIPFA to assist with the design and implementation of the Corporate Landlord model. This is intended help to provide an improved understanding of the Vale's asset base and enable a proactive corporate 'asset challenge' process. The development of a Corporate Asset Management Document will be a key deliverable of this work.</p>
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	Cllr Andrew Crawford	Head of Development and Corporate Landlord	<p>Review completed in Q1.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Andrew Crawford	Head of Development and Corporate Landlord	During Q3 2021/22, proposals regarding potential budget savings were submitted to members for consideration. Throughout this period, The Beacon was also still being managed under Covid-19 restrictions.
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	Cllr Andrew Crawford	Head of Development and Corporate Landlord	No progress to report in Q3 2021/22.

THEME 5: WORKING IN PARTNERSHIP

Strategic Leads – Adrianna Partridge – Deputy Chief Executive – Transformation and Operations and Suzanne Malcolm - Deputy Chief Executive – Place

We will:

- work in partnership with other councils, authorities and businesses, non-profit organisations, community and residents' groups, to achieve our aims and objectives effectively, efficiently and fairly
- provide support to residents and organisations to effect and drive change in the community
- provide all the support we can to businesses in the Vale to help them succeed.

We will do this by:

- working in partnership to influence and shape regional and national agendas to maximise opportunities for our communities and businesses
- working with and supporting our residents, businesses and communities to effect and enable change.



Key Activities in Q3:

To progress the council's commitment to provide support to businesses in the Vale in order to help them succeed, Q3 2021/32 saw the launch of the virtual 'Networking in South and Vale' events, to support local businesses in making vital links and connections across the business landscape. Council continued to support working in partnership with delivery of business grants this quarter; the Winter Support Grant Scheme attracted 128 applications this quarter and it is anticipated that all of the £1,030,049 available funding will be allocated. This work will continue to progress throughout the next quarter.

In addition, in Q3, as part of the Council's work to support residents, businesses and communities to effect and enable change, at a meeting on 6 October 2021, three neighbourhood plans for Appleton with Eaton, Chilton and West Hanney were agreed. The total number of neighbourhood plans carrying full weight in decision making is 15. This also furthers the Council's commitment to strongly support neighbourhood planning groups in developing a shared vision for their area.

In addition, during Q3, Councillors were offered training on planning enforcement, with the intention of increasing knowledge and supporting member input into the planning committee process.

To progress the Council's aim to work in partnership to influence and shape regional and national agendas, in Q3 work continued on mapping out the health policy and partnership landscape, with the intention of sharing this with partners during Q4. It will also help to focus the Council's active presence and resource accordingly. In addition, the Council continued to respond to external consultations, including HM Government's Local Nature Recovery Strategies consultation and the National Highway's Route Strategy consultation, providing the council's voice on matters that impact corporate priorities.

Performance Measures

Chart D WIP1.2: Number of consultations responded to by quarter

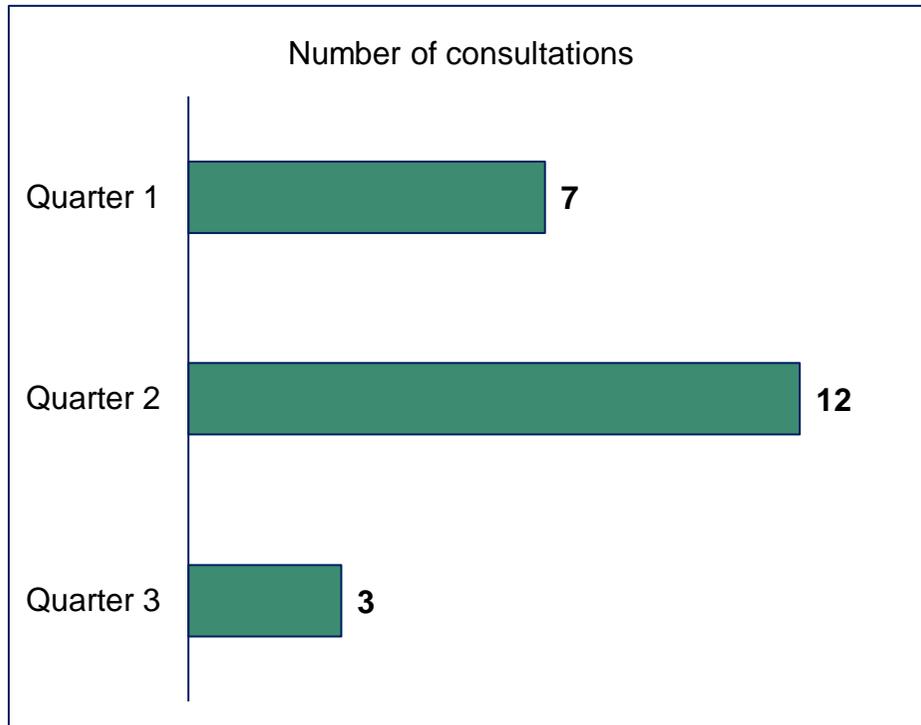


Chart E WIP2.1: Financial support distributed to SME (Small and medium-sized enterprises)

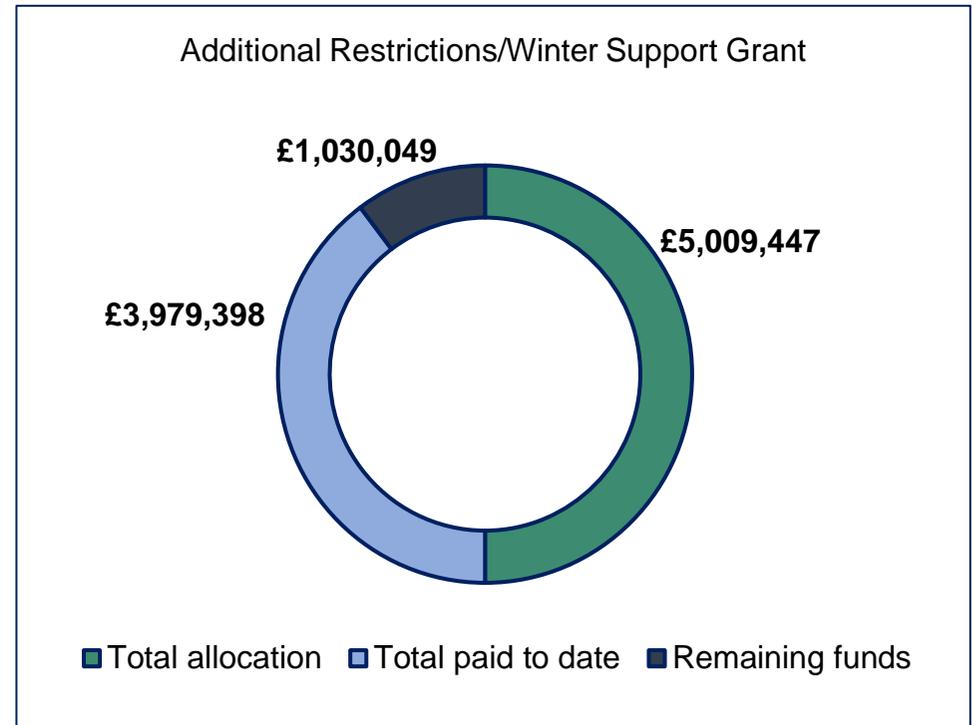
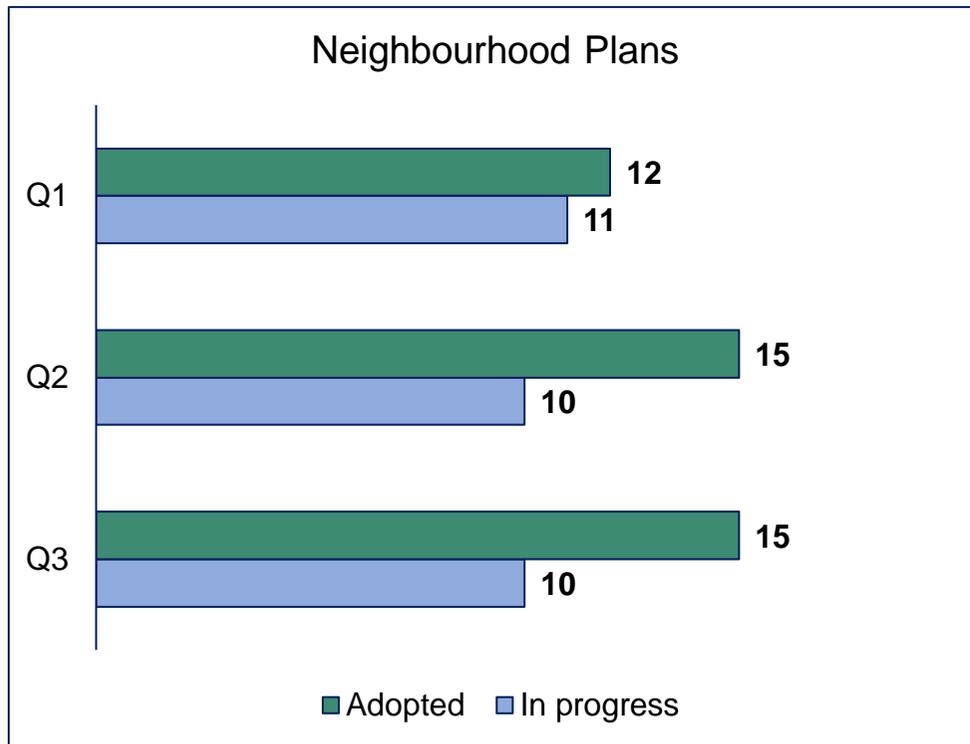
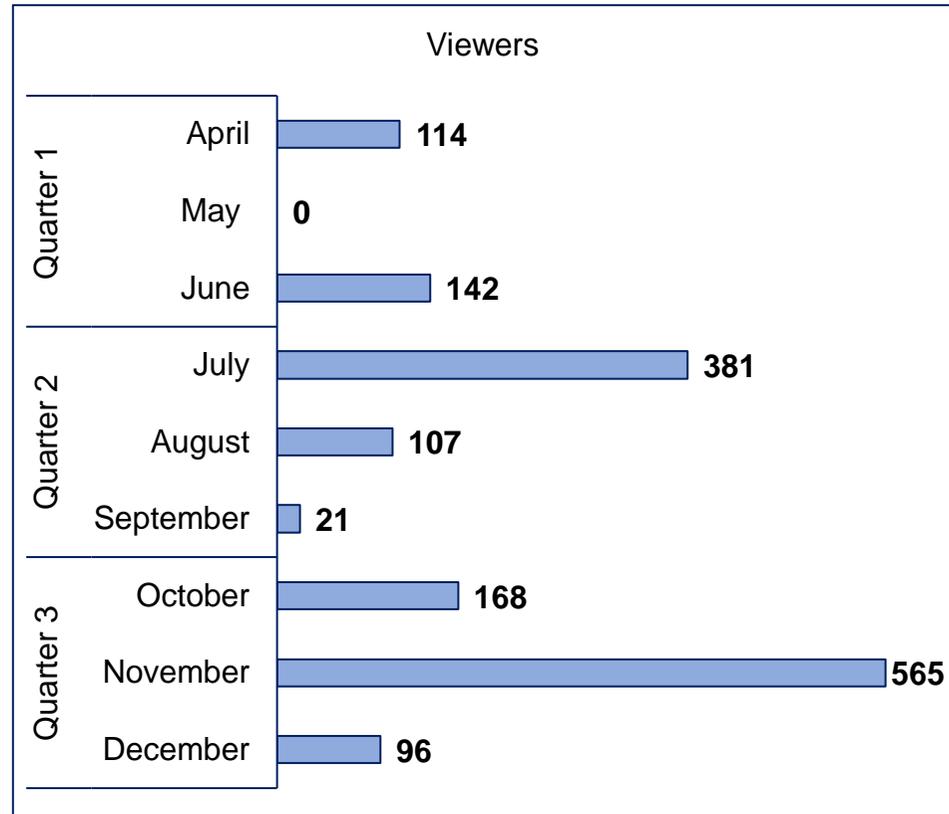
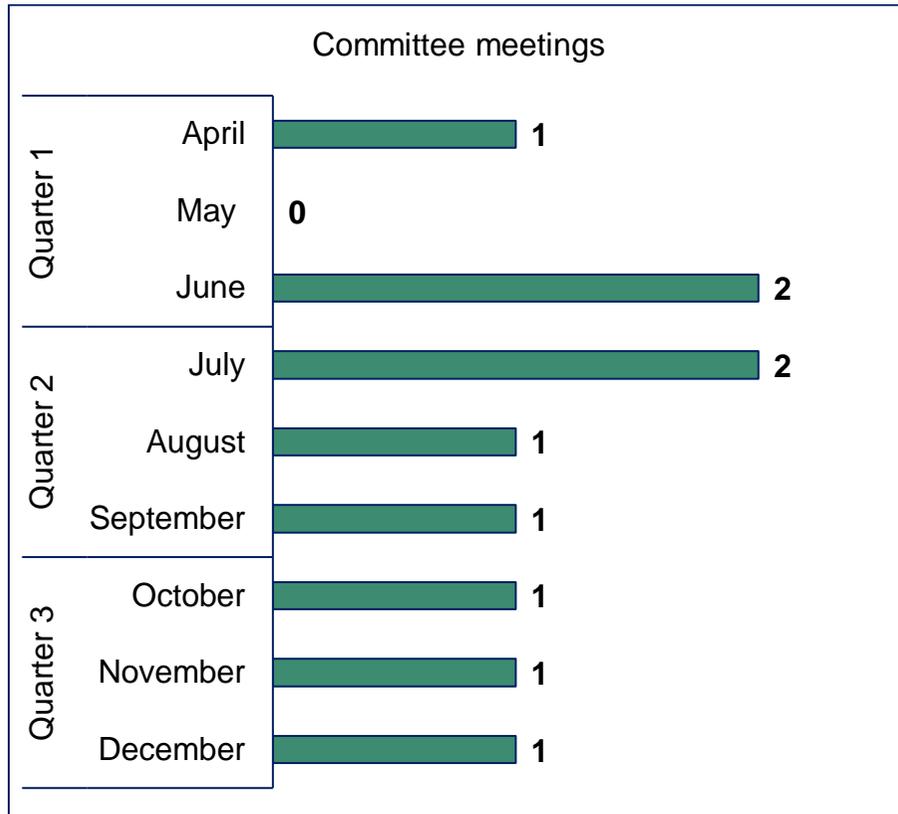


Chart F WIP2.2: Number of Neighbourhood Plans in progress and adopted



Performance Measures

Chart G WIP2.3: Number of Planning Committee meetings and online engagement figures



Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Updates below on action taken to maximise opportunities for communities and business this during Quarter 3 2021/22
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	Cllr Bethia Thomas	Head of Policy and Programmes	During Quarter 3 2021/22, progress continued to be made on mapping out the council's health policy and partnership landscape. The intention is to share this work with partners in Q4.
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 -- Number of consultations replied to.	Cllr Neil Fawcett	Head of Policy and Programmes	As of Quarter 3 2021/22, the Vale has responded to three external consultations. Insight and Policy continue to work to strengthen the council's voice by ensuring a consistency of approach (see chart D WIP1.2 on page 43). An assessment of the impact of the council's submissions has also commenced and will continue into Q4.

Corporate Plan ID	Stated Aim/Project Description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Judy Roberts	Master-planning Lead	During Quarter 3 2021/22, regular meetings continue to be held with developers/promoters, Oxfordshire County Council, Homes England, interested stakeholders (e.g., parish councils) and members as part of a framework of coordinated activity.
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	<p>A narrative report of activity to undertake an economic development review and details of how the Council is supporting SME's at this time.</p> <p>Quantitative information from CRM detailing number of businesses engaged with</p>	Cllr Bethia Thomas	Head of Development and Corporate Landlord	<p>A significant number of enquiries were received by the Economic Development team during Q3 2021/22. Until the emergence of the Omicron variant (and a subsequent increase in enquiries regarding the availability of grant support), these requests were dominated by the themes of business spaces needs and employment scheme advice.</p> <p>Quantitative stats for month:</p> <ul style="list-style-type: none"> •365 enquiries were received direct to the business support inbox (it is not possible to accurately quantify between those for Vale and those for South). •Eleven enquiries were logged with Tractivity as requiring complex economic development attention – three of these were for Vale-based businesses. •Of 80 respondents to South and Vale's Autumn "State of Business" Consultation Survey, 45 per cent were from Vale-based businesses.

Corporate Plan ID	Stated Aim/Project Description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Bethia Thomas	Head of Development and Corporate Landlord	<p>During Quarter 3 2021/22, there were a total of 2,256 subscribers to South and Vale's economic development newsletter. A grand total of 29,335 newsletters were sent, resulting in 15,250 opens and 3,301 clickthrough's – the open and clickthrough percentages remain healthy compared to industry averages.</p> <p>In addition, the Economic Development team launched virtual "Networking in South and Vale" events during November. 86 attendees came along to the two session that were held.</p>
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	Cllr Neil Fawcett	Head of Development and Corporate Landlord	<p>The Economic Development team continued to contribute to business intelligence reports during Q3 2021/22. The information and data collected helps to feed into the county's economic recovery plans. Recently, this work included compiling substantial feedback from the district's businesses in relation to the Omicron/Plan B situation.</p> <p>In addition, officers continued to attend regular meetings with OxLEP and other regional partners to discuss key economic recovery initiatives.</p>
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)	Cllr Neil Fawcett	Head of Development and Corporate Landlord	Annual Target - No response submitted Q3 2021/22.

Corporate Plan ID	Stated Aim/Project Description	Measure	Cabinet Lead	Officer Lead	Performance Update
PROGRAMME 2	Work with and support our residents, businesses and communities to effect and enable change	<p>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.</p> <p>Quantitative elements - number of neighbourhood plans adopted, number of community initiatives undertaken, breakdown of assets where management has been transferred</p>		Head of Policy and Programmes	At its meeting on 6 October 2021, Full Council agreed to make the neighbourhood plans for Appleton with Eaton, Chilton and West Hanney. This brings the total number of plans in effect and carrying full weight in decision making in the Vale to 15.
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	Cllr Bethia Thomas	Head of Development and Corporate Landlord	<p>During Quarter 3 2021/22, the council helped to deliver the Winter Support Grant Scheme. This ran from 25 November to 16 December and attracted 128 applications from Vale-based businesses – administration and payments will be completed in Q4 2021/22. The total funding is £1,030,049 and it is anticipated that it will all be allocated during this round (see chart E WIP2.1 on page 43).</p> <p>HM Government announced a further top-up of £261,996 Additional Restrictions Grant funds in late December. The Vale are, however, still awaiting an offer letter from the Department for Business, Energy and Industrial Strategy.</p> <p>Contract negotiations for a Virtual High Street ecommerce site continued during Q3. These are expected to conclude in early 2022.</p>

Corporate Plan ID	Stated Aim/Project Description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	<p>Narrative update on activity to support and promote Neighbourhood plan adoption.</p> <p>Quantitative measure - number of Neighbourhood plans adopted</p>	Cllr Bethia Thomas	Head of Policy and Programmes	<p>Internal planning communications confirm new neighbourhood plans and the significant weight they carry when determining planning applications. All relevant parish councils are informed of the council's decision to make Neighbourhood Plans and webpages are updated accordingly.</p> <p>At its meeting on 6 October 2021, Full Council agreed to make the neighbourhood plans for Appleton with Eaton, Chilton and West Hanney. This brings the total number of plans in effect and carrying full weight in decision making in the Vale to 15 (see chart F WIP2.2 on page 44).</p>
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	<p>Narrative update on activities to review and promote the activities and understanding of the planning committee.</p> <p>Quantitative elements - Online engagement figures relating to the planning portal/planning sections of the website.</p>	Cllr Bethia Thomas	Head of Planning	<p>In Quarter 3 2021/22, the Weekly Chair briefings continued.</p> <p>Call-in requests from members were reviewed each week with the Chair and Vice Chair of Planning Committee.</p> <p>Monthly monitoring reports are provided to the Chair, Vice Chair and Cabinet Member.</p> <p>During Q3, Councillors were also given training on planning enforcement.</p> <p>3 Planning Committee meetings were held in Q3. 20/10/21 had 168 views, 10.11.21 had 565 views, 07.12.21 had 96 views (see chart G WIP2.3 on page 45).</p>

Corporate Plan ID	Stated Aim/Project Description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	<p>A narrative update on activities relating to the spend of CIL</p> <p>Quantitative element - Breakdown of CIL spend by type/amount/area</p>	Cllr Judy Roberts	Head of Finance	<p>During Q3 2021/22, as part of the annual budget setting process, work was undertaken to include the method for allocating and spending CIL funds in the council's capital programme.</p> <p>The Infrastructure Funding Statement for 2020/21 was published in December.</p> <p>£381,509.94 in CIL funds was released to parish councils in October - technically this cannot be classified as Vale CIL spending.</p>
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	Cllr Bethia Thomas	Head of Policy and Programmes	We have promoted the White Horse Community Lottery since its launch in Q3. Cllr Emily Smith (Council Leader) visited Riding for the Disabled (RDA) in Abingdon, one of the organisations benefitting from the scheme. This resulted in positive publicity for both the RDA and the lottery scheme. There have been 5 "good causes" registered during Q3 and 12136 tickets for the community lottery scheme sold in Q3.

THEME 6: WORKING IN AN OPEN AND INCLUSIVE WAY

Strategic Lead – Adrianna Partridge- Deputy Chief Executive – Transformation and Operations

We will:

- work openly and transparently, promoting a world in which all can participate equally
- listen to feedback from local residents, communities, businesses, partners and our own officers
- ensure our work particularly aims to include those groups that have historically been marginalised or those that have been hard to reach
- ensure we are accountable and that our decisions are open to appropriate scrutiny, and we will admit when we get things wrong.

We will do this by:

- improving our use of technology to increase understanding and access to what we do, how we work and the decisions we make
- increasing meaningful engagement and communication with everyone
- strengthening our governance framework and address our policy gaps, improving transparency.



Key Activities in Q3:

There have been two significant changes in Q3 that will facilitate our commitment to working in an open and inclusive way; the Council adopted the Customer Services Strategy and the Council's IT Strategy and approved an updated implementation programme. These two significant work streams will ensure that by improving technology we can also increase access to our services for our residents and enhance their customer journey.

To further progress the Council's aim to improve the use of technology to support accessibility and understanding of council work and decision-making, in Q3 2021/22 all public Council meetings continued to be livestreamed and then later uploaded to YouTube. This ensures an increased

number of residents can engage with council meetings and continues to embed this activity of livestreaming and uploading as common practice across each quarter. The Council was also part of a randomly generated government audit, which sought to check the accessibility of the Council's website. The website was found to meet the required standards helping residents access their desired information.

The Council aims to have the functionality to monitor website usage and to have the ability to review and assess the reach of information sharing with residents. In Q2, it was reported that Google Analytics had been applied to our online systems with the aim of being able to monitor usage from Q3 onwards. However, it was discovered that it was not compatible with our cookie control system. As a result, work will continue into Q4 on procuring a separate, paid-for analytics tool, to help achieve the aim of monitoring the council's website usage.

To progress the Council's commitment to listen to partnership feedback, in Q3 a review paper on the current Town and Parish Forum model has been drafted, in order to ascertain how these Forums can be more interactive and useful for Councillors, officers and attendees. This work will continue, and the paper will progress through the approval process in Q4.

This Quarter, Vale received 173 Freedom of Information (FOI) and Environmental Information Regulations (EIR) contacts. 85 per cent of these were responded to within the target time of 20 working days; the year-to-date percentage is 83 per cent.

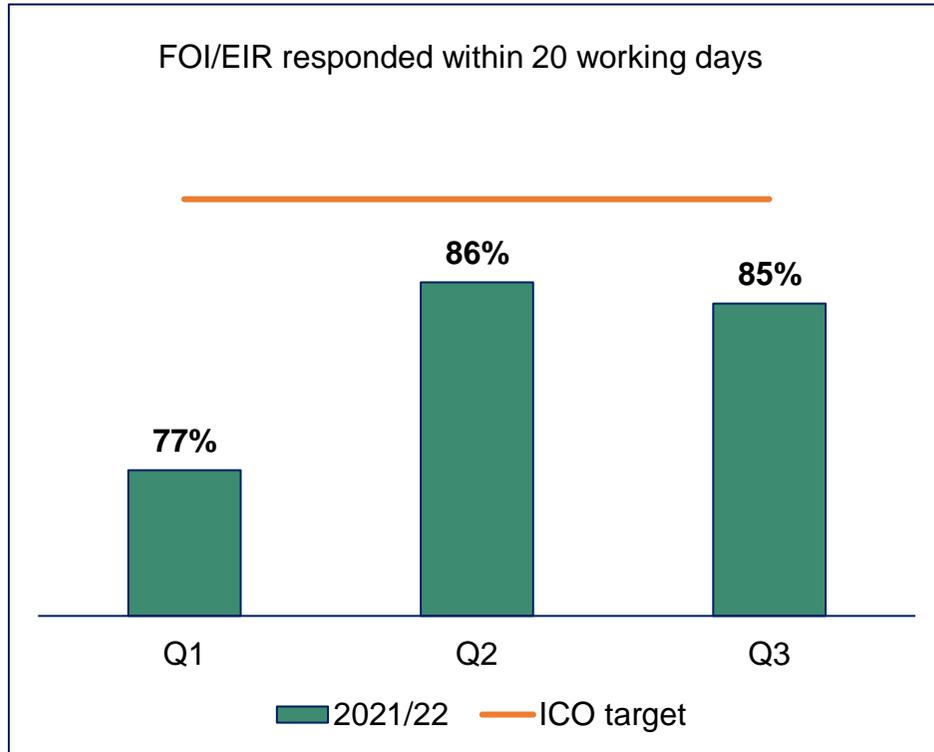
To develop the council's aim to increase meaningful engagement and communication with everyone, this quarter work began on an overarching Communications and Engagement Strategy and a Diversity and Inclusion Strategy which will both incorporate initiatives to increase and improve engagement with young people and under-represented groups.

In Q3 an appointment was made to the vacant Consultation and Engagement Lead Officer post. It is envisaged that the post will progress the Council's aims to reinstate residents' surveys in a refreshed form, deliver effective ways for the public to have their say, increase reach, create mechanisms for feedback, implement more timely dialogue and educate and provide subject matter information to facilitate opinions being more informed.

In addition, in order to strengthen the Council's governance framework, work began on preparing a table of authorisations under the Scheme of Delegation, with the aim of aiding transparency in decision making. Also in this quarter, training was delivered to councillors on the constitution and good decision-making principles, in order to embed this practice across the Council.

Performance Measures

Chart H WIOI3.4: Proportion of FOI/EIR responded to within 20 working days compared to ICO target



Performance Measures

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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.	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	<p>During Quarter 3 2021/22, the performance management report for Q2 was published in draft on the Vale's website. This is intended to increase the public's understanding of what the Council does, how it works and how decisions are made. To further help this ambition, a project has commenced on the creation of a data portal which will give increased and improved access to information about the council's performance. As part of this work, a review started of what the Vale currently publishes compared to the Local Government Transparency Code 2015.</p> <p>In Q3 2021/22, Vale Cabinet also considered the Council's IT Strategy. They noted the progress that had been made in this area and approved an updated implementation programme. In addition, the Cabinet also agreed a Customer Services Strategy. Both these documents are designed to further the Vale's commitment to refining its use of technology and improving access to services.</p>
WIO1.1	Provide and maintain a new Vale website with increased accessibility to services and information, on multiple devices	Quantitative report on website usage	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	<p>After implementing Google Analytics to monitor website usage, we discovered in Q3 that it was not compatible with our cookie control system. As a result, we are in the process of procuring a separate, paid-for analytics tool.</p> <p>During Quarter 3 2021/22, the Vale was part of a random government audit to check the accessibility of the council's website. It was found to meet the required standards.</p>
WIO1.2	Develop our use of social media platforms to reach and engage with more residents and local businesses	<p>Narrative report on new social media initiatives</p> <p>Quantitative report on social media engagement</p>	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	<p>During Quarter 3 2021/22, the review of the Council's approach to social media was completed. It identified the need for a refresher course for staff – this training was completed within Q3, and officers have started to implement benchmarking/targets for the council's social reach and engagement within communications plans. Work has progressed on reviewing the council's social media policy.</p> <p>Within Quarter 3, there were 194 Facebook posts with a reach of 66,125 and 156 tweets resulted in 130.6K impressions.</p>

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
WIO1.3	Introduce live streaming and recordings of public meetings to increase accessibility and understanding of the democratic process	Number/Percentage of public meetings streamed live Number/percentage of public meetings available to watch online	Cllr Emily Smith	Head of Legal and Democratic	During Quarter 3 2021/22, monthly strategic communications meetings continued to be held with the Cabinet Member and the Leader of the Council to agree top line messaging for committee decisions and to share opportunities for positive publicity. 100 per cent of public meetings were broadcast during Q3.
WIO1.4	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	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	During Quarter 3 we were unable to successfully recruit to the vacancy within the consultation and engagement team, and therefore were not able to progress this review. However an appointment will be made in Q4 and we will be able to take this work forward. 10 consultation/engagement activities took place during this period, resulting in 1900 responses.
PROGRAMME 2	Increase meaningful engagement and communication with everyone	Narrative update on successful communication initiatives		Deputy Chief Executive – Transformation and Operations	During Quarter 3 2021/22, communications plans to support the council's corporate priorities on climate action and housing have been drafted. They are scheduled to go through the approval process in Q4. Work has also begun on the Council's overarching Communications and Engagement Strategy. 48 campaigns were run - 15 promoted diversity and inclusion, 28 promoted behavioural change and 5 promoted events and new information. 38 press releases were issued. 3 town and parish newsletters were sent. 6 Infocus newsletters were sent to help district councillors share important news with their communities.
WIO1.1	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	Cllr Bethia Thomas	Head of Policy and Programmes	In Q3 2021/22, work began on the Council's overarching Communications and Engagement Strategy. This will incorporate initiatives to increase and improve engagement with community groups, including the creation of community liaison groups, it is anticipated that this will come forward in Q4.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
WIO12.2	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	Cllr Bethia Thomas	Head of Policy and Programmes	A review paper on the Town and Parish Forums has been drafted. This is scheduled to go through the approval process in Q4.
WIO12.3	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	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	<p>The Vale has worked, through the sharing and amplifying of communications, with our system partners to encourage the take-up of Covid vaccines and booster jabs.</p> <p>We have also collaborated with community safety organisations to launch the #NoLaughingMatter campaign to highlight the issues and dangers of Nitrous Oxide.</p> <p>In addition, during Quarter 3 2021/22, the council has worked with a local charity to raise awareness of the support available for victims of domestic abuse.</p>
WIO12.4	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	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	We were unable to successfully recruit to the current vacancy within the consultation and engagement team, and therefore were not able to progress this during quarter 3. We have now appointed to the position and will be able to take this work forward. However, work has begun on the Council's overarching Communications and Engagement Strategy and the Council's Diversity and Inclusion Strategy which will incorporate initiatives to increase and improve engagement with all our residents.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Emily Smith	Head of Legal and Democratic	No progress to report Q3 2021/22.
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	Cllr Bethia Thomas	Deputy Chief Executive – Transformation and Operations	We were unable to successfully recruit to the current vacancy within the consultation and engagement team, and therefore were not able to progress this during quarter 3. We have now appointed to the position and will be able to take this work forward. However, work has begun on the council's overarching Communications and Engagement Strategy and the Council's Diversity and Inclusion Strategy which will incorporate initiatives to increase and improve engagement with young people and under-represented groups.
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	<p>Quarter 2 2021/22 saw the creation of a policy/strategy library which is intended for use by officers, councillors and residents. It will show:</p> <ul style="list-style-type: none"> •The Corporate Plan theme that the policy or strategy links to •Its owner •Where it sits within our policy/strategy hierarchy •Any dependencies on other policies or strategies <p>Engagement with relevant Cabinet leads regarding the library are scheduled to take place during Q4 2021/22.</p>
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	Cllr Andrew Crawford	Head of Finance	No progress to report Q3 2021/22.

Corporate Plan ID	Stated Aim/Project description	Measure	Cabinet Lead	Officer Lead	Performance Update
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	Cllr Debby Hallett	Head of Legal and Democratic	While there has been no progress during Q3 2021/22 in relation to the development of either a screening tool or a climate impact assessment process, the Monitoring Officer has advised the Democratic Services team that any reports regarding significant decisions must have the climate implications clearly set out.
WIOI3.3	Review the council's constitution and scheme of delegation annually	Narrative update with the outcome of the review	Cllr Emily Smith	Head of Legal and Democratic	<p>Both South and Vale agreed to refresh the Constitution Review Group (CRG) at their meetings in December. The Monitoring Officer, along with colleagues from Democratic Services, has prepared a draft workplan for the CRG for consideration at their first meeting (currently scheduled for before the end of January 2022).</p> <p>In addition, the Monitoring Officer is in the process of preparing a table of authorisations under the Scheme of Delegation. This is designed to aid transparency in decision making. Furthermore, the Monitoring Officer has also, during Q3, delivered training to councillors on the constitution and good decision-making principles.</p>
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	<p>Narrative update on relevant reviews/newly available information/website improvements and metrics</p> <p>Quantitative - FOI/Complaints data</p>	Cllr Emily Smith	Deputy Chief Executive – Transformation and Operations	<p>During Quarter 3 2021/22, the performance management report for Q2 was published in draft on the Vale's website. This is intended to increase the public's understanding of what the council does, how it works and how decisions are made. To further help this ambition, a project has commenced on the creation of a data portal which will give increased and improved access to information about the council's performance. As part of this work, a review started of what the Vale currently publishes compared to the Local Government Transparency Code 2015.</p> <p>In Q3 2021/22, Vale Cabinet also considered the council's IT Strategy. They noted the progress that had been made in this area and approved an updated implementation programme. In addition, the Cabinet also agreed a Customer Services Strategy. Both these documents are designed to further the Vale's commitment to refining its use of technology and improving access to services.</p> <p>Freedom of Information (FOI) and Environmental Information Regulations (EIR) contact with the council remains high. In Q3 2021/22, Vale received 173 FOI/EIRs. 85% of these were responded to within the target time of 20 working days – the ICO target is 90% (see chart H WIOI3.4 on page 54).</p>

Individual Cabinet Member Decisions - 01 October – 31 December 2021

Date	Description
21/12/2021	Allocation of Contain Outbreak Management Funds
21/12/2021	Allocation of Contain Outbreak Management Funds Urgency Notice
22/12/2021	Purchase of Microsoft Enterprise Agreement
14/12/2021	Waste Contractor Performance in 2020
23/11/2021	Design Guide
19/11/2021	Household Support Fund Grant Policy
05/11/2021	S106 Funding to Great Western Park District Centre Equipment Purchase
05/11/2021	S106 Funding to Great Western Park District Centre Equipment Purchase Appendix
01/11/2021	Additional Restrictions Grant
01/11/2021	Councillor Covid-19 Grant Scheme
18/10/2021	S106 Funding to Boundary Park Sports Association at Western Park
12/10/2021	Dalton Barracks Draft Supplementary Planning Document
Total: 12	

COVID-19 RESPONSE AND RECOVERY

Covid-19 has been an unprecedented challenge which required the Council to react quickly to changing circumstances, in order to support local businesses, the economy, the voluntary and community sector and local residents. We have worked hard to maintain essential services whilst redeploying staff to new areas of work to help deal with the crisis. The Council developed a Community Hub team during the pandemic to work effectively with voluntary sector partners and volunteers.

This team continue to collaborate with our partners at a County-wide level, including close coordination and good communication between the County, City and District Councils, with the NHS and OxLEP, to support vulnerable people and encourage vaccination uptake in the district. During Q3, 223 test and trace payments were made to residents in the district. This is a slight reduction on the number made in Q2 but remains significantly higher than the number of payments made in Q1. See chart I, page 62.

Covid-19 Community Hub Support distributed between 01 October to 31 December 2021:

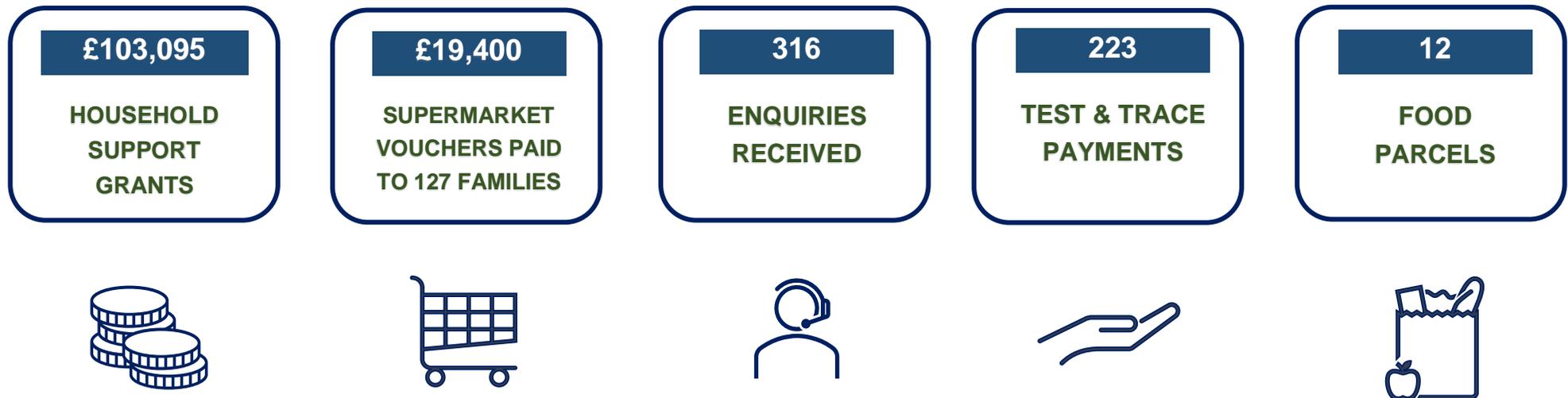


Chart I: Number of Test and Trace Payments made to self-isolating residents

