

Andy Sharp / Pete Campbell			Children and Family Services				Q3 2021/22	AMBER
Indicator Ref: CBacfs15			% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)				Type: Snapshot %	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	◆	◆		≥95%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	91.8% (145/158)	60.3% (88/146)	78.1% (118/151)	94.4% (151/160)	92.2% (154/167)			
<p>REASON FOR AMBER:</p> <p>During this period of Covid disruption we have chosen to only record 'face to face' visits for this measure. There is regular contact with children using virtual means, and when this measure is included we achieve 96.5%.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>Given the challenges of Covid-19 restrictions, achieving 92% of visits face to face is remarkable. Some foster homes and residential homes were isolating during the periods of high infection, and some children / other household members are clinically very vulnerable so caution has to be exercised.</p> <p>IMPACT ON OTHER MEASURES:</p> <p>STRATEGIC ACTIONS REQUIRED: None.</p>								

Andy Sharp / Ian Pearson			Education Service				Q3 2021/22	RED
Indicator Ref: CBbes16			% of 16-17 year olds participating in education and training				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	■	■	■		Top 20%	Higher is better
Qrtly outturn	94.2%	94.6%	(3,259/3,456) 94.3%	(3160/3420) 92.4%	(3199/3400) 94.1%			
YTD outturn	Top 50%	Top 40%	Top 40%	Top 20%	Top 40%			

REASON FOR RED:

The DfE measure % of 16-17 year olds participating in education and training by counting the numbers participating in formal education (such as school sixth form), training (such as a Traineeship) **and** employment *with* approved/regulated training (such as an apprenticeship). They do **not** count those young people who are in employment elsewhere, such as Waitrose, who provide their own comprehensive training rather than DfE regulated training. These are counted as being in employment *without* training, which is seen as negative.

Performance in this area should not be judged by considering only this performance measure in isolation.

This year, more young people in West Berkshire have chosen to progress in to employment as an alternative to education and training and as such our % of 16-17 year olds participating in education and training has dropped.

Many of these young people have continued with employment they found during the summer, or have taken advantage of the increasing local jobs following the easing of social restrictions. Many will be enjoying earning money, or have got used to earning money, and want this to continue. Whilst some of these jobs will be short term, without contract, low pay and/or non-progressive, they all give young people employability experience which will help them in the future. They will have increased confidence, increased social awareness, increased communication skills and a better work ethic.

These jobs are easy to come by and many will have no long term commitment attached to them. The uncertainty of the last 18 months means young people are attracted to these kind of positions. This is also reflected in apprenticeship participation, with far more vacancies not attracting applicants this year with local providers and employers finding it difficult to fill their apprenticeship positions.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

We continue to support and encourage all 16-17 year olds to participate in education, training *and* employment and focus our support workers towards those young people who are not participating at all (our NEET), and have invested additional funding to double our support worker resource to combat the impact the pandemic has had on young people.

We expect that the numbers of young people in employment (that doesn't comply with the DfE participation definition) will return to more normal levels as more certainty of the future unfolds.

In the meantime, we keep our support provision open to support any of those young people who leave or fall out of employment and need our help to get back in to education or training, or alternative employment.

The numbers of young people in West Berkshire who are NEET or their participation status is Not Known was 2.9% in November 2021 (quintile 1 in performance tables). We have the highest overall participation in the South East and third highest in England.

FINANCIAL IMPLICATIONS: None

IMPACT ON OTHER MEASURES: Will impact on the DfE annual scorecard.

SERVICE PLAN UPDATES REQUIRED: No update required

STRATEGIC ACTIONS REQUIRED: None

Jon Winstanley / Susan Halliwell			Environment				Q3 2021/22	RED
Indicator Ref: CBkenv61			Adopt the Rights of Way Improvement Plan				Type: Project	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	New measure added Q2	★	■		April 2022	n/a
YTD outturn	-	-		On track	Behind schedule			
REASON FOR RED:								
<p>The contractor employed to do this has had personal problems which have set back the project. She has produced a revised timetable. Note that it is likely that the timetable would have slipped to a degree anyway, due to the extremely high level of responses to the public consultation (around 2000 responses). Although the requested format was via a questionnaire which can yield a certain level of automated results, there are still elements of interpretation, free text, and responses via other means which require collation.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>A revised timetable has been submitted by the contractor. We will be monitoring progress and appropriate steps will need to be taken should the timing slip further.</p>								
FINANCIAL IMPLICATIONS:								
<p>The WBC contract documents will cover the eventuality that the project cannot be completed, but we are not envisaging this at the moment.</p>								
IMPACT ON OTHER MEASURES:								
<p>N/A</p>								
SERVICE PLAN UPDATES REQUIRED:								
<p>The target should be amended to September 2022.</p>								
STRATEGIC ACTIONS REQUIRED:								
<p>N/A</p>								

Joseph Holmes/Andy Walker			Finance and Property				Q3 2021/22	AMBER
Indicator Ref: CBffp12			Average number of days taken to make a full decision on new Housing Benefit claims				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	◆		≤19 days	lower is better
Qrtly outturn	-	-	-	19.6 days	20.82			
YTD outturn	19.04 days	18.27 days	20 days	19.8 days				
REASON FOR AMBER:								
Main reason relates to COVID matters.								
Self-Isolation (Track & Trace) grant applications and payments have seen more than a 500% increase over the past months and the scheme has been extended again until the March 2022. Processing has also continued in relation to the 2021/22 COVID hardship payments for working age benefit claimants and Exceptional Hardship claims. So far an extra £280,000 of additional benefit (Council Tax support) has been awarded.								
We have also seen a significant increase in the amount of correspondence being received especially from the Department of Work and Pensions (DWP) compared to last year. This appears to relate to changes of circumstances, mainly around income changes. These could be put down to furlough ending or changes in working hours.								
We have recently filled 3 vacancies, the training of these new assessors continues and hopefully will start to pay dividends soon.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
Additional members of staff employed. Temporary member of staff also kept on. Work priorities have also been established.								
IMPACT ON OTHER MEASURES:								
There is a fine balance between dealing with COVID payments, changes in circumstances and new claims. If more focus is placed on one measure, then it will have an effect on the other.								
STRATEGIC ACTIONS REQUIRED: None								

Joseph Holmes/Andy Walker			Finance and Property				Q3 2021/22	RED
Indicator Ref: CBgfp15			Council Tax collected as a percentage of Council Tax due				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	★	◆	■		≥98.8%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	98.5% (116,717,237/ 118,541,476)	95.9% (118,441,582/ 123,532,276)	27.9% (35,743,660/ 128,038,527)	55.0% (70,434,133/ 128,094,755)	82.06% 105,123,538 / 128,096,808			
<p>REASON FOR RED: Although collection is better than it was for the same period last year we are still not at 2019/20 levels. As a comparison; 2019/20 Q3 = 84.1%, 2020/21 Q3 = 81.3% and 2021/22 Q3 = 82.06%</p> <p>COVID is still having an impact on customer's ability to pay. So far this year over 1200 'special arrangements' have been made offering greater flexibility with payment. This, along with nearly 9000 reminder notices being issued, clearly shows the ramifications of COVID are still with us.</p> <p>Some additional £280,000 of COVID support has been given to Benefit claimants.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>Further debt recovery action is being planned and enforcement agents (Bailiffs) are again visiting properties where no payment or contact has been made. Collection is heading in the right direction when perhaps other authorities including some Berkshire authorities have seen a drop in collection from 2020/21.</p> <p>98.8% is still a very challenging target bearing in mind the circumstances.</p> <p>FINANCIAL IMPLICATIONS: Where less tax being collected this will mean less income being generated for the Council to spend.</p> <p>IMPACT ON OTHER MEASURES: Reduction in income.</p> <p>SERVICE PLAN UPDATES REQUIRED: Whether any permanent changes to KPI's is required is very much dependant on the COVID situation and any increases in the cost of living. Increases in utility bills, transportation, rent and interest rates could all have an impact on a customer's ability to pay.</p> <p>STRATEGIC ACTIONS REQUIRED: None.</p>								

Susan Halliwell / Eric Owens			Development and Regulation				Q3 2021/22	AMBER
Indicator Ref: CBhdp34			% of 'other' planning applications determined within 8 weeks or the agreed extended time				Type: %+	
EXECUTIVE	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	★	◆	★◆■	90% (England Average)	Higher is better
Qrtly outturn	-	-	286 / 318 89.9%	309/339 91.2%	259/323 80.2%			
YTD outturn	1,069 / 1,150 93%	919 / 1,083 84.9%	286 / 318 89.9%	595/657 90.6%	853/979 87.1%			
REASON FOR AMBER:								
<p>The number of applications received by the Development Management (DM) team across Q1-Q3 are up overall in comparison to this same time period last year, with an increase in application numbers seen particularly within the 'other' category of applications to which this measure relates. We are also currently carrying a number of vacancies within the DM team which has had an impact on performance given the increase in applications at the same time being received into the team and the effect that has had on individual workloads. A number of major applications have also been coming to fruition more recently with the result that there has been an impact on resource through the teams at all Officer and Team Leader levels. Staff sickness at various points will also have contributed to performance issues.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>In order to manage this issue going forward, performance will continue to be monitored and recruitment to vacant posts will be undertaken. We anticipate that we will achieve the performance target on this measure going forward.</p> <p>This will also be picked up through the upcoming Place Review work.</p>								
IMPACT ON OTHER MEASURES:								
None								
STRATEGIC ACTIONS REQUIRED:								
None								

Andy Sharp/Pete Campbell			Children and Family Services				Q3 2021/22	RED
Indicator Ref: PC1cfs6			% of repeat referrals to Children's Services within 12 months of a previous referral				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	◆	◆	■		≤20%	Lower is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	26.7% (437/1,636)	19.3% (274/1,423)	22.7% (114/503)	24.6% (214/870)	25.8% (364/1,411)			
REASON FOR RED:								
<p>The rate of referrals to the service has increased, but an increasing % are now repeats. The increase in referrals appears to be partly due to agencies referring more as they recover from reduced service activity due to lockdown restrictions, and is partly due to increased need being identified as a result of household pressures. Anecdotally, repeat referrals are higher across the region.</p> <p>There isn't a pre-defined level of what is the right % to be repeats. A value too low should raise questions if the right cases are re-referred appropriately (given the changing nature of individual's circumstances) and a value too high should question services' decisions to address issues following previous referral(s) but also changes in the environment (e.g. additional pressure due to socio-economic challenges). The target was based on previous years' trend, benchmarking with similar local authorities and resource allocation (e.g. as part of the Prevention Strategy). It might be the target for this measure will have to be reviewed as we now operate in an era of higher demands, experienced by all partner agencies.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Work is ongoing to scrutinise re-referrals at regular intervals, assisting us to better understand the cause. Factors will include where partner agencies are experiencing very high demand (CAMHS) repeat referrals present to CFS in the absence of a service elsewhere. (A bit like people presenting at hospital A&E because their own GP access is difficult).</p> <p>Any improvements will be slow to impact on this year to date indicator so that we are unlikely to now achieve the target by year end.</p>								
FINANCIAL IMPLICATIONS: No direct impact.								
IMPACT ON OTHER MEASURES: Minimal, although we want to have partner and public confidence in getting assessment right the first time – we do not want 'repeats' because we failed to address the issue first time around.								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Joseph Holmes/Sarah Clarke			Strategy and Governance				Q3 2021/22	Amber
Indicator Ref: PC1hrp3			Number of young people attending/involved in work experience and project work opportunities				Type: N+	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	■	◆	◆		≥12	Higher is better
Qrtly outturn	-	-	0	0	5			
YTD outturn	1	0	0	0	5			
REASON FOR AMBER:								
COVID restrictions and more remote working have restricted opportunities for work experience.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
We continue to promote and encourage work experience within the council. In Q3 we successfully supported 5 placements of an anticipated 24 however it was difficult to find students to match the placements we had available. Also we had a few withdrawals. The council have however supported other remote activities to support young people, including mock interviews and reviewing and providing feedback on applications/CVS. A further cohort is planned in February along with other activities such as CV reviews and mock interviews as well as careers fairs.								
HR will continue to work with partners such as Education Business Partnership (EBP) to promote work experience, and are working with the Employment is Everyone's Business and SEND Strategy Group to review our website to make it more accessible for young people with SEND, and to run a pilot work experience scheme for SEND pupils. As part of this HR have developed a work experience menu which has a range of options to support young people with additional needs beyond the conventional placements which will be promoted to managers. In addition information and tools are being developed to help managers support work experience students and apprentices who have additional needs.								
FINANCIAL IMPLICATIONS: None								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Susan Halliwell / Eric Owens			Development and Regulation				Q3 2021/22	RED
Indicator Ref: OFB1dr8			Prepare an Inward Investment Strategy				Type: Project	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	★	★	■		Dec 2021	n/a
YTD outturn	-	-	On track	On track	Not achieved			
REASON FOR RED:								
<p>This KPI relates to the 2020 Economic Development Strategy, which included a commitment to prepare an Inward Investment Strategy. However, the Covid pandemic led to reprioritisation of actions as part of economic recovery, and in the Economic Development Refresh approved in 2021, the commitment was changed to the preparation of an Inward Investment Prospectus. The 'on track' reporting in Quarter 1 and 2 referred to the development of an Inward Investment Prospectus rather than a Strategy.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>The development of a Prospectus has been incorporated into the development of a stand-alone website to promote West Berkshire for inward investment. This was done with the approval of Economic Development Board, using Covid Recovery funding. The go-live date for the website was originally Dec 21 but this has been extended to Feb 22, following issues with procurement of a supplier.</p>								
FINANCIAL IMPLICATIONS: None								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED:								
<p>This indicator should be removed and replaced with a new 21/22 indicator to Develop an Inward Investment Website by end March 2022. The development of an Inward Investment Strategy will be picked up in service planning for 2022/23.</p>								
STRATEGIC ACTIONS REQUIRED: None								

Susan Halliwell / Eric Owens			Development and Planning				Q3 2021/22	RED
Indicator Ref: OFB1ac4			Adopt a Newbury Town Centre SPD				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	★	★	■		Dec 2021	n/a
YTD outturn	-	-	On track	On track	Not achieved			
REASON FOR RED:								
<p>This KPI relates to the 2020 Economic Development Strategy, when it was envisaged that the Newbury Town Centre Masterplan would be delivered via a Supplementary Planning Document (SPD). However, the delay in the Local Plan Review meant that the timing no longer aligned and so the Economic Development Strategy Refresh approved in 2021 omitted the reference to an SPD. The 'on track' reporting in Quarter 1 and 2 referred to the development of the Masterplan rather than to the adoption of an SPD.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Economic Development Board has been fully sighted on the development of the Newbury Town Centre Vision and Masterplan. A project exception report setting out an alternative route to delivery via Executive was submitted to the Board on 18 November 2021. The Masterplan has been submitted to Executive for consideration at its meeting during quarter 4. Subject to endorsement by Executive, project proposals will be worked up with partners with a view to securing external funding for delivery. A draft capital bid has been submitted for 22/23 to take forward some of the projects.</p>								
FINANCIAL IMPLICATIONS: None								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED:								
<p>This indicator should be removed and replaced with a new 21/22 indicator to publish a Newbury Town Centre Masterplan by end March 2022. Subject to its endorsement by Executive during quarter 4, the delivery of the Newbury Town Centre Masterplan will be picked up in service planning for 2022/23. Any requirement for a Newbury Town Centre SPD will be considered as part of the Local Plan Review.</p>								
STRATEGIC ACTIONS REQUIRED: None								

Susan Halliwell / Jon Winstanley			Environment				Q3 2021/22	RED
Indicator Ref: GP2env22 & 23			<p>Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area</p> <p>Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district</p>				Type: Project	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	★	◆	■			
YTD outturn	On track (Target: March 2021)	Behind schedule (Target: March 2021)	On track	Behind schedule	Activities ceased		March 2022	n/a
<p>REASON FOR RED:</p> <p>These KPIs were set prior to the Environment Strategy Delivery Plan being developed. Whilst tree planting and natural regeneration remain a focus for possible projects, the details of these KPIs need to be amended to reflect the work that has happened over the last 9 months and to be brought in line with the Delivery Plan. It is therefore proposed that these activities are not progressed but new KPIs are developed.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>An initial delay in the delivery of the KPIs was lack of staff resource. This has been rectified and recruitment has taken place within the Environment Delivery Team. The capacity is now in place to focus on the area of natural solutions.</p> <p>The development of the West Berkshire Natural Solutions Delivery Partnership (NSDP) has also taken place bringing together key organisations and stakeholders involved in the design and implementation of natural solutions in West Berkshire. This NSDP will work to help shape appropriate projects through collaboration and engagement and the inclusion of landowners also. This will help to inform new KPIs.</p> <p>FINANCIAL IMPLICATIONS:</p> <p>The funding set aside for natural solutions will still be focussed on natural solutions but it will be directed to projects that will bring about the most benefit / value. It will also be spent on projects that have benefitted from collaboration and engagement in their design through the work of the Natural Solutions Delivery Partnership.</p>								

IMPACT ON OTHER MEASURES:

The replacement of KPIs relating to natural solutions and carbon sequestration will enable them to align with the Environment Strategy Delivery Plan which was not in place at the time of the original KPIs being determined.

SERVICE PLAN UPDATES REQUIRED:

It is proposed that these KPIs are not taken forward but are replaced by more appropriate KPIs that reflect current activities and the progress made in developing this area of work. These new KPIs will be set as part of the Service Planning process.

STRATEGIC ACTIONS REQUIRED:

New proposed KPIs linked with the Environment Strategy Delivery Plan and the Natural Solutions Delivery Partnership will be developed as part of the Service Planning process for 2022/23. These will be reported to Corporate Board in due course.

Andy Sharp / Matt Pearce			Communities and Wellbeing				Q3 2021/22	RED
Indicator Ref: SITphwb30			Develop and adopt the Health and Wellbeing Strategy with partner organisations				Type: text	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	■	■		September 2021	Project
Qrtly outturn			-	-	-			
YTD outturn			In progress	In progress	Complete			
<p>REASON FOR RED:</p> <p>The Health and Wellbeing Strategy was completed by the planned date of September 2021 and was endorsed by the Health and Wellbeing Board on 30 September 2021. It is still required to go to Corporate Board and Ops Board prior to being fully accepted by the Health and Wellbeing Board in December 2021.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>The final Strategy will be reviewed at Corporate board on 16 November 2021 and Ops Board on 25 November 2021. It will then be taken to the Health and Wellbeing Board on 9 December 2021.</p> <p>*Update at Q3:</p> <p>Adopted by the Health and Wellbeing Board in December 2021 and to be considered at Full Council in May 2022.</p> <p>FINANCIAL IMPLICATIONS: No Financial implications</p> <p>IMPACT ON OTHER MEASURES: No impacts identified</p> <p>SERVICE PLAN UPDATES REQUIRED: No updates required</p> <p>STRATEGIC ACTIONS REQUIRED: No actions required</p>								

Andy Sharp / Matt Pearce			Communities and Wellbeing				Q3 2021/22	AMBER
Indicator Ref: SITbct3			Develop a Co-Production Framework with our statutory, community and voluntary partners				Project	
Executive	2018/19 Year End	2019/20 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	★	◆		April 2022	Higher/Lower is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	-	On target	On target	Behind schedule			

REASON FOR Amber:

In quarter 1 initial scoping was undertaken to confirm that co-production was the desired route to deliver a new method of community engagement.

In quarter 2 early thoughts on the principles of co-production were considered by senior officers and a Strategy Board was held with Members in September 2021. This determined the focus and ambition for co-production. Funding was agreed through Recovery Group to appoint expert consultancy that can support the Council to deliver a best-practice, co-production framework.

In quarter 3 a specification for expert and independent consultancy was drafted and promoted through a competitive quotation exercise. Assessment and selection of a supplier took place in early January 2022. The consultant appointed is unable to commence work until the 21 February 2022. Following this, a steering group will be recruited and work to produce a co-production framework will begin. Work is scheduled to be complete on this in April but the draft co-production framework that is developed will then need approval through the relevant Council decision making process. It is suggested that this target is therefore moved to quarter 1 2022/23 (June 2022).

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

Updates will be provided as this project progresses and reported on as part of the BCT Team KPI and MoV quarterly return.

FINANCIAL IMPLICATIONS: Re-profile the spend against the budget into Q1 2022/23 (confirmed with finance).

IMPACT ON OTHER MEASURES: None

SERVICE PLAN UPDATES REQUIRED: The service request a new target date of Q1 2022/23 be put forward for approval (June 2022).

STRATEGIC ACTIONS REQUIRED: None