

PRIORITY FOR IMPROVEMENT: Ensure our vulnerable children and adults achieve better outcomes

► COMMITMENT: 1.1 Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention services

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Work with partner organisations to develop and implement a new prevention strategy approved by Sep 2020	Expand the availability and take up of services and opportunities available within the community to support vulnerable children and adults in a way which reduces the need for access to statutory services.	Approve a new Early Help Strategy (prevention work) for Children's Social Care	n/a	New for 2019/20	Sep 2020	Sep 2020	T: Stretch R: Transf. fund?
Dominic Boeck	c. Engage by March 2020 with the next stage of the Government-led Troubled Families scheme	Support targeted early help and ensure that over 65% of families involved achieve the programme’s outcomes	Number of families that successfully achieved the objectives of the Troubled Families Programme	n/a	50 families	351/540 families (65%)	351/540 families (65%) by Mar 2020	T: Stretch R: None
Graham Bridgman	d. Support vulnerable adults through the Three Conversations Model at the preventative level (Tier 1)	Ensuring adult social care clients are as independent as possible and have access to the services they need.	% of vulnerable adults who approach Adult Social Care from the community, that are supported through the Three Conversations Model at the preventative level (Tier 1) and not progressing to need more complex services before concluding the intervention	local	87%	87%	87%	T: Stretch R: TBC Capital pressure bid required for more equipment

► COMMITMENT: 1.2 Improve outcomes for our Looked After Children and other vulnerable children and adults

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Work with children and families that benefit from our statutory social services to ensure long lasting results	Maintain strong performance - children and young people do not require similar interventions within agreed timescales	% of repeat plans for children and young people subject to a Child Protection Plan (CPP) for a second subsequent time (within 2 years)	N/A	13%	<=15%	<=15%	T: Must do R: None
Dominic Boeck	b. Provide better services for Children in Care	Our reduced cohort of more complex Children in Care will have even more stable placements, reduced absence from school and better educational outcomes	% of Children in Care who’ve had 3 or more placements during the past year	Top Q 17/18: <9%	9.3%	<=10%	Better (less) than 6%	T: Stretch R: None
Dominic Boeck			% of Children in Care achieving 95% attendance rate in WB schools	local	71.4% (18/19 AY)	73% (for 19/20 AY)	78%	T: Stretch R: £10k per annum into EWSS
Dominic Boeck			% of children in care whose rate of progress from their starting point is at least as expected in Reading Writing and Maths (KS1 to KS2 cohorts)	N/A	39%	44%	60%	T: TBC R: None
Dominic Boeck			% of children in care able to access 5 or more GCSE qualifications achieving pass grades in at least 5 subjects	N/A	58%	60%	75%	T: TBC R: None

Dominic Boeck	d. Work to ensure that we fully understand and address the causes of substance misuse and offending for vulnerable children, including our Looked After Children	Reduce levels of substance misuse and offending to levels that are below similar Local Authorities	Reduce the level of First time entrants into the Youth Justice System (per 100,000 under 10 to 17)	Top Q 2017: <138.5	2017: 165.2	10% better than Statistical Neighbours (199)	10% better than Statistical Neighbours (199)	T: Stretch R: None
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► COMMITMENT: 1.3 Ensure better outcomes for social care users and improved satisfaction

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	c. Help our service users to feel safe and secure	People who use adult social care services say that their services made them feel safe and secure, as measured through national survey arrangements	% of people who use services who say their services have made them feel safe and secure	Top Q 17/18: >90.3%	91%	85%	Better than the 2018/19 outturn of 90.7%	T: Must do R: None

► COMMITMENT: 1.4 Safeguard against new and emerging risks

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	b. Assess the effectiveness of implementing a revised joint arrangement for Safeguarding Children Boards across Berkshire West	Improve the outcomes for children and young people who require our safeguarding intervention	Implement a revised joint LSCB arrangement (Independent Scrutiny Groups) across Berkshire West (Children and Family Service)		New for 2019/20	Mar 2020	Mar 2020	T: Stretch R: None

► COMMITMENT: 1.5 Support more vulnerable young adults into employment

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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PRIORITY FOR IMPROVEMENT: Support everyone to reach their full potential

► COMMITMENT: 2.1 Support everyone on their learning journey to achieve their best

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Improve the outcomes of pupils on Free School Meals	Improving the achievement of children on FSM and maintaining the low levels of NEETs (young people not in education, employment or training)	Yr1 Phonics: Proportion of pupils eligible for Free School Meals (FSM) achieving expected level in Phonics decoding	NA	(AY 2017-18) 56%	Improve % score from the summer 18 exams	Better than statistical neighbours average	T: Stretch R: None
Dominic Boeck			% of 16-17 year olds participating in education and training	NA	(Feb 2019) Top 20% (94.1%) Ranked 42/150	Top 20%	Top 20%	T: Must do R: None
Dominic Boeck	b. Support schools to improve education attainment	Improves the local authority ranking of education attainment at all key stages	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	N/A	(AY 2017-18) 74.1%	Improve ranking from the summer 18 exams	Top 25% nationally	T: Must do R: £27.5k
Dominic Boeck			Yr1 Phonics: % of pupils achieving expected level in Phonics decoding	Top Q 17/18 AY: >85%	(AY 2017-18) 81%	Improve ranking from the summer 18 exams	Top 25% nationally	T: Stretch R: None
Dominic Boeck			The average attainment 8 score at KS4	Top Q 17/18 AY: >48.6 points	(AY 2017-18) 48.5 points	Improve percentage score from the summer 18 exams	Top 25% of SN	T: Must do R: None
Dominic Boeck			At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	Top Q 17/18 AY: >69%	(AY 2017-18) 64%	Improve percentage score from the summer 18 exams	Top 25% nationally	T: Stretch R: £24.9k (0.3 FTE) per annum
Dominic Boeck	f. Target the offer of life-long learning to residents from areas of low participation in education, areas of deprivation and those who are unemployed	Increase the proportion of take up of life-long learning by people from areas of low participation in education, areas of deprivation and those who are unemployed	% take up of life-long learning by residents from areas of low participation in education, areas of deprivation and those who are unemployed	Local	(AY 2017/18) 70%	TBC	85%	T: Stretch R: £100k

► COMMITMENT: 2.2 Improve the health and wellbeing of our residents through appropriate interventions and policies

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► COMMITMENT: 2.3 Help people to help themselves and others

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	j. Work with communities to help them develop community based networks to support information exchange and provide connections i. Continue to work with Town and Parish Councils (T&PC) though the District Parish Conferences, community forums and other T&PC led activities and meetings	Support communities in ‘having a voice’ and influence on issue that impact on them and their wellbeing Increase community resilience	Support community conversations and community forums by providing information via social media (e.g. Facebook/Twitter/ WBC website)	Local	New for 2019/20	TBC	TBC	T: TBC R: None
Rick Jones	k. Continue to facilitate devolution deals agreed with Parish/Town Councils l. Explore the potential for Devolution Deals with community forums and other community groups and organisations	Increase the sustainability of local services	Number of devolution deals with Parish/Town Councils and other community groups	Local	Parishes: 3 agreed, 8 in progress Other Groups: 0	3	TBC	T: Must do R: None
Rick Jones	m. Continue to provide crime prevention information	Reduce the incidence of crime and number of victims of crime including on-line crime and exploitation	Provide information on crime prevention to reduce the incidence of crime and number of victims of crime, including on-line crime and exploitation	Local	New for 2019/20. Collaborative work. Data not yet collected	TBC		T: Must do R: None

PRIORITY FOR IMPROVEMENT: Support businesses to start develop and thrive in West Berkshire - actions for the delivery of the commitments to be confirmed at Strategy Board Dec 2019

► **COMMITMENT: 3.1 Improve the help and guidance for start-ups and existing small businesses to grow, including by facilitating access to business incubators, or similar resources/initiatives**

PH	Actions	Outcomes	Performance Measures	Threshold for	2018/19	2019/20	2022/23	T: Target Type R: Resource Issue
				best quartile	Current	Target	Target	
Hilary Cole	a. Produce and adopt an Economic Development Strategy 2019 – 2036	Deliver a coordinated, long term approach to support businesses to start and develop in West Berkshire	Adopt a West Berkshire Economic Development Strategy	n/a	New for 2019/20	Dec-19	By end of December 2019	T: Must do R: None
Hilary Cole	b. Increase to over 40 the number of economic development events and projects delivered each year	Expand business links, promote the District’s economic priorities and the support available for businesses	Through business events and the expansion and maintenance of personal networks, promote awareness of West Berkshire's economic priorities and the business support available	n/a	150	40 events and projects	Increase from 2018/19 outturn	T: Must do R: TV LEP / Economic Development pressure bid (£15k)
Hilary Cole	c. More business start-ups and more small and medium companies are referred each year to Berkshire Business Growth Hub	Business start-ups and small and medium companies receive support from Berkshire Business Growth Hub	Number of small and medium companies who are referred to the Business Growth Hub for consideration by LEP escalator programme	n/a	TBC	5	20 over 4 years	T: TBC R: Economic Development pressure bid (£75k)
Hilary Cole	e. Provide direct advice to over 320 small businesses or people that intend to start businesses regarding food, health and safety, and licensing for new small businesses	Small businesses or people that intend to start businesses are supported by the Public Protection Partnership	Number of businesses benefiting of direct support (business advice sessions)provided for small business from the Public Protection Partnership regarding food, health and safety and licensing	n/a	New for 2019/20	80	320 over 4 years	T: Stretch R: 1 post £35k

► **COMMITMENT: 3.2 Ensure our planning policies enable start-up and growth of businesses in the District**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► **COMMITMENT: 3.3 Provide incentives and opportunities to enable businesses to grow**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	a. Work together with TV LEP and CIC Newbury West Berkshire, chairing and facilitating at least 40 meetings of the Business Forum	Enhance the awareness of the needs of the biggest businesses in the District to inform appropriate prioritisation of economic development activities	Chair and facilitate a minimum of 10 meetings per annum of the CIC Newbury West Berkshire Business Forum	n/a	New for 2019/20	10	40 over 4 years	T: TBC R: As above £15k LEP

PRIORITY FOR IMPROVEMENT: Develop local infrastructure including housing to support and grow the local economy

► COMMITMENT: 4.1 Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation schemes, and travel and transport infrastructure

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	a. Develop and maintain our road network to accommodate the housing growth (in the context of the climate emergency declaration) by investing at least £39 million between 2019 – 2023 in transport and infrastructure	West Berkshire Council to attain a place in the top 25% (annually) of Authorities nationally on road condition index. (CD P)	Produce the infrastructure delivery plan	n/a	New for 2019/20	On schedule	By end of September 2020	T: Must do R: None
Richard Somner			% of all works orders for permanent pothole and edge of road repairs completed within 28 days of the order date	n/a	88%	75%	75%	T: Must do R: same one as above
Richard Somner	g. Install and manage the Council’s own Urban Traffic Management Control (UTMC) System	Maintain traffic flow and reduce CO2 emissions	Bring in house Urban Traffic Management Control system and upgrade to an intelligent traffic management system	n/a	New for 2019/20	On schedule	Mar-21	T: Stretch R: None
Hilary Cole	b. Grant planning permission for at least 2,200 additional houses (of which 500 will be affordable housing) and associated infrastructure (including	Completion of additional residential units	Submit a New Local Plan for examination	n/a	On track	Apr-21	By end of April 2021	T: Must do R: None
Hilary Cole	d. Implement delivery options that complement the standard affordable homes programme, including the Housing Joint Venture with Sovereign Housing Association, the Council’s equity shares scheme ‘First Step, Next Steps’ and other partnerships	Create the premises to be able to deliver an additional 100 affordable homes by 2023	Number of additional affordable homes delivered through the standard affordable homes programme	n/a	New for 2019/20	25	100 (over 4 years)	T: Stretch R: None
Hilary Cole	g. Investigate the implementation of a keyworker accommodation programme (adult and children social care) working with the Council’s key partner organisation	The need for a keyworker accommodation programme is assessed.	Investigate the need for a keyworker accommodation programme (adult and children social care) with partner organisations		New for 2019/20	TBC	TBC	T: Stretch R: None
Richard Somner	f. Deliver flood alleviation schemes (e.g. Purley Property Level Protection Scheme, Lambourn West, Grazeley Green, Dunston Park and South East Thatcham Attenuation Pond)	An additional 600 properties are protected from flooding	Number of additional properties protected from flooding through flood alleviation schemes	n/a	TBC	200	600 over 4 years	T: Stretch R: None

► COMMITMENT: 4.2 Further develop digital infrastructure and information assets in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	b. Facilitate the building of more wireless connectivity infrastructure	Support the emerging Internet of Things devices and services	Facilitate the delivery of a further 5 Long Range Wide Area Network (LoRaWAN) sites	n/a	New for 2019/20	5	TBC	T: Must do R: None

► COMMITMENT: 4.3 Enhance the arts, culture and leisure offering in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	a. Re-develop by March 2023 the leisure centres in Newbury, Thatcham and Hungerford	Residents can access new and upgraded facilities with a broader range of leisure services available	Re-develop the leisure centres in Newbury, Thatcham and Hungerford to provide new and upgraded facilities with a broader range of leisure services	n/a	New for 2019/20	On schedule	Mar-23	T: Stretch R: Leisure Centre only £597k in the approved programme – no bid received for £4m to re-develop Northcroft
Rick Jones	d. Widen the cultural offer in the district by attracting grant money and utilising outreach workers	Improve the accessibility to cultural activities of residents that otherwise would not be able to participate	Number of participants in heritage learning activities (events, activities, walks, talks) at West Berkshire Museum, Shaw House, in schools and all other outreach including the archaeology service	n/a	6,444	7,000	9200	T: Stretch R: None

PRIORITY FOR IMPROVEMENT: Maintain a green district

► **COMMITMENT: 5.1 Develop more sustainable transport solutions which protect the environment**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	d. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality	Improve traffic flow and air quality	Adopt a Local Transport Plan	n/a	On track	On schedule	By end of December 2021	T: Must do R: None

► **COMMITMENT: 5.2 Promote and improve cycle ways in the District**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Richard Somner	b. Delivery of 100% of the proposed primary cycle route and 50% of the proposed secondary cycle route for Newbury and Thatcham as depicted in the Local Transport Plan	Improved cycle ways in the District	Complete the Thatcham section of the new National Cycle Route NCN 422 sustrans route	n/a	New for 2019/20	Mar-21	Mar-21	T: Must do R: None
Richard Somner			Placeholder: Number of miles of cycle route provided					

► **COMMITMENT: 5.3 Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole Steve Ardagh-Walter	a. Expand the use of solar panels across the Council's estate and beyond (community groups and businesses)	Generate energy from renewable sources	Expand the use of Solar photovoltaic (PV) across the Council's estate [duplication being investigated]	n/a	New for 2019/20	TBC	50% of viable sites	T: Stretch R: None

► **COMMITMENT: 5.4 Minimise the impact on the environment in delivering services such as the use assistive technologies in social care**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	c. Provide assistive technology and telecare to social care service users to reduce the need for long-term services and to maintain people safely in the community where possible	Increase the number of people (especially adult social care users) who take up assistive technology and telecare	Number of people who take up of assistive technology and telecare		252	300	300 per year	T: Stretch R: None

PRIORITY FOR IMPROVEMENT: Ensure sustainable services through innovation and partnerships

► **COMMITMENT: 6.1 Expand our work with partner organisations and communities to improve services for local residents**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► **COMMITMENT: 6.2 Increase the sustainability of our business model by expanding on the initiatives to generate income for supporting vital Council’s services**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Ross Mackinnon	b. Develop a strategic positioning statement for the Council to articulate the approach that we will take to commercialisation	Areas where the Council can develop a commercial approach are identified and prioritised	Develop a Strategic positioning statement on commercialisation	n/a	New for 2019/20	TBC	TBC	T: TBC R: None

► **COMMITMENT: 6.3 Implement a Workforce strategy which supports leadership development, recruitment and retention and employee wellbeing**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► **COMMITMENT: 6.4 Use data to better understand our services’ beneficiaries to improve the way we interact with them and the services we provide**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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CORE BUSINESS						
► CORE BUSINESS AREA: Protecting our children						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	% of (single) assessments being completed within 45 working days	SN 17/18 = 85%	96%	>=95%	>=95%	T: Must do R: None
Dominic Boeck	% of children subject to a Child Protection Plan that have received a visit within the past 10 working days		92%	>=95%	>=95%	T: Must do R: None
Dominic Boeck	% of children subject to a Child Protection Plan where a Core Group meeting has taken place within the last 6 weeks		95%	>=95%	>=95%	T: Must do R: None
► CORE BUSINESS AREA: Maintaining our roads						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
	Reporting under Priority for Improvement: Develop local infrastructure including housing to support and grow the local economy	n/a				
► CORE BUSINESS AREA: Collecting your bins and keeping the streets clean						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Richard Somner	% of household waste land filled	Top Q 17/18: <3.04%	15.6% (P)	<20%	<20%	T: Must do R: None

► CORE BUSINESS AREA: Providing benefits						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Ross Mackinnon	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances		6.50	<9 days	<9 days	T: Must do R: None
► CORE BUSINESS AREA: Collecting Council Tax and Business rates						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Ross Mackinnon	Annual review of recipients of single person's Council Tax discount to ensure compliance		Complete in Q3	Complete in Q3	Complete in Q3	T: Must do R: None
► CORE BUSINESS AREA: Ensuring the wellbeing of older people and vulnerable adults						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
► CORE BUSINESS AREA: Planning and housing						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Hilary Cole	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Checking data with Gary R	93%	90%	90%	T: Must do R: None
Hilary Cole	% of Common Housing Register applications assessed within 50 days of receipt	n/a	11%	80%	80%	T: Stretch R: None
► CORE BUSINESS AREA: Culture, leisure and libraries						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Hilary Cole	Number of visits (physical and virtual) to libraries, including the Mobile and 'At Home' Service	n/a	451,864	455,000	455,000	T: Stretch R: None

► OPERATIONAL: Measures that under performed at year end 2018/18						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Graham Bridgman	Complete % of Adults and Children's Social Care Access to Records request within 40 days		57%	80%	80%	T: Stretch R: None
Dominic Boeck	% of initial Child Protection Conferences (ytd) where a report was provided to the family 2 or more days in advance of the Conference		85%	>=90%	>=90%	T: Must do R: None
Dominic Boeck	% of Review Child Protection Conferences (RCPC) where a report was provided to the family 5 or more days in advance of the Conference		72%	>=90%	>=90%	T: Must do R: None
Dominic Boeck	% registration for all Family Hubs for 10 lowest LSOA's in reach area		76.5%	77%	TBC	T: Stretch R: None
Ross Mackinnon	% of maintained schools buying back our Health and Safety services		47%	(58/73) 80%	(58/73) 80%	T: Stretch R: None
Hilary Cole	% of planning consultations (archaeology) responded to within agreed deadline	n/a	58%	90%	90%	T: Stretch R: None
Howard Woollaston	% of Contact Centre calls answered within 90 seconds (excluding Switchboard calls)		New	80% in 90 seconds	80% in 90 seconds	T: TBC R: None