

NB: Benchmarking includes the Threshold for best quartile (the value threshold for the top 25% Single tier and County Local Authorities in England) or England Average

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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation & Corporate Board response:
Hilary Cole	a. Ensure that all rough sleepers in the District will be offered accommodation	Reduction of rough sleeping in the District	% of rough sleepers in West Berkshire offered accommodation when first identified and who are eligible for an offer of accommodation	n/a	new measure 2019/20	Baseline	100%	T: Stretch R: £237k	OSMC questioned if this should be a Corporate Goal. CB: Maintained as a KPI as focusing on output.

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
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 referrals to Children's Services within 12 months of a previous referral	Lowest Q 17/18: 15.6%	21%	<20%	<20%	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 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	OSMC: Change reporting level from Corporate Board to Executive CB: Change made

► COMMITMENT: 1.3 Ensure better outcomes for social care users and improved satisfaction

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. 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	OSMC: subjective measure CB: This is a national level user survey outcome measure which gives us comparative data on similar representative methodology. To report at Executive level

► COMMITMENT: 1.4 Safeguard against new and emerging risks

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Increase the effectiveness of adult social care safeguarding investigations	Ensure people who have been victims of abuse are appropriately involved and achieve their desired outcome	% of the desired outcomes of a S42 safeguarding enquiry expressed by the person subject of the enquiry was 'fully' achieved	Top Q 17/18: >74.3%	(214/346) 61.9%	>60%	70%	T: Must do R: None	

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► **COMMITMENT: 1.5 Support more vulnerable young adults into employment**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Agree a strategic framework to improve the employment of vulnerable people in the District	Increased Employment rate for vulnerable young people	Strategic Goal: A strategic framework to improve the employment of vulnerable people agreed and published	Local	New for 2019/20	Sep-20	Sep-20	T: Stretch R: £50k	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Dominic Boeck	b. Increase support for our care leavers	A greater proportion of Care Leavers in the District are in Employment, Education or Training	% of our Care Leavers (aged 19-25) in Employment, Education or Training	Top Q 17/18: >58%	50%	60%	65%	T: Stretch R: None	
Howard Woollaston	c. Increase to 114 each year, the number of apprenticeships within the Council including for vulnerable young adults	Increase the number of apprenticeships being accessed, especially by care leavers, those with disabilities and from BAME (Black, Asian and Minority) communities	Number of facilitated apprenticeships to disadvantaged young people (aged 16-25 who are either looked after children, those with physical/mental disabilities or from disadvantaged backgrounds e.g. PRUs) via direct employment or via levy transfer	local	New for 2019/20	Baseline	13 by Mar 2023	T: Stretch R: apprenticeships of £125k	

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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
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)	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Top Q 17/18 AY: >61%	(AY 2017-18) 43%	Improve National ranking from the summer 18 exams	Consistently improved ranking against statistical neighbours	T: Stretch R: £21k (0.4 FTE) per annum	
Dominic Boeck			Percentage of FSM pupils in KS2 achieving the expected standard for reading, writing and maths combined	Top Q 17/18 AY: >51%	(AY 2017-18) 26%	Improve % score from the summer 18 exams	50%	T: Stretch R: £16.6k (0.2 FTE) per annum	
Dominic Boeck			Attainment 8 score for FSM pupils in KS4	Top Q 17/18 AY: >36.4 points	(AY 2017-18) 32.5 points	Improve on 2017/18 (target for summer 2019 results)	Better than statistical neighbours average	T: Stretch 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	OSMC: Change reporting level from Corporate Board to Executive CB: Change made

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Rick Jones	a. Sign-up to the prevention concordat for better health and deliver a prevention and awareness plan	Prevent mental health problems and promote good mental health	Strategic Goal: Sign up for the prevention concordat for better health and deliver a plan that prevents mental health problems and promote good mental health	n/a	New for 2019/20	Mar-21	Mar-21	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones	b. Placeholder actions re mental health	Placeholder outcomes re mental health	Placeholder measure re mental health outcomes	n/a	TBC	TBC	TBC	T: Must do R: None	

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► **COMMITMENT: 2.3 Help people to help themselves and others**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Rick Jones	a. Implement a new community wellbeing model	Support individuals to self-care, lead independent lives and strengthen our local communities	Strategic Goal: Implement a new integrated community wellbeing model to improve the wellbeing of adults in West Berkshire	Local	New for 2019/20	Mar-20	Mar-20	T: TBC R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones	b. Enable and support more community-led initiatives and activities that aim to build community resilience	Improvements of the Community Resilience Index	Strategic Goal: Devise and adopt a community resilience index	Local	New for 2019/20	Mar-20	Mar-20	T: Stretch R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones Howard Woollaston	c. Develop and implement a consistent corporate approach to community engagement	Utilise community engagement outcomes and learning to inform service development and delivery including opportunities to co-design with our communities	Strategic Goal: Develop and implement a consistent corporate framework to community engagement and utilise the outcomes and learning to inform service development and delivery, including opportunities to co-design with our communities	n/a	New for 2019/20	On schedule	By end of Oct 2020	T: Stretch R: TBC Resource to manage the framework	OSMC: Clarification is required regarding the way in which this will be measured. Needs to be more specific. CB: framework document policy to be approved by end of Oct 2020
Rick Jones	d. Provide support and encourage community engagement through volunteering	Volunteering opportunities in the District are maximised	Number of hours provided by volunteers across Cultural Services (includes Libraries, Shaw House, the West Berkshire Museum and the archaeology service)	Local	18,065	18,000	18,000	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

► **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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
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	Strategic Goal: Adopt a West Berkshire Economic Development Strategy	n/a	New for 2019/20	By end of Apr 2020	By end of Apr 2020	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Change made

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
									The service is working to finalise measures and targets for reporting at Executive level

► **COMMITMENT: 3.3 Provide incentives and opportunities to enable businesses to grow**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
									The service is working to finalise measures and targets for reporting at Executive level

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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole			Strategic Goal: Produce the infrastructure delivery plan	n/a	New for 2019/20	On schedule	By end of September 2020	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Change made
Richard Somner	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	There is no deterioration in congestion levels in urban areas as a result of developments in line with the current housing delivery plan. This will be measured using journey time information on key strategic routes in the Districts Urban Centres (Newbury, Thatcham, Hungerford and the Eastern Urban Area).	% change in journey time duration on key strategic routes in Newbury	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None	
Richard Somner			% change in journey time duration on key strategic routes in Hungerford	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None	
Richard Somner			% change in journey time duration on key strategic routes in the East of the district	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None	

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Hilary Cole	b. Grant planning permission for at least 2,200 additional houses (of which 500 will be affordable housing) and associated infrastructure (including two new primary schools)	Completion of additional residential units	Strategic Goal: Submit a New Local Plan for examination	n/a	On track	Apr-21	By end of April 2021	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Change made
Hilary Cole			Strategic Goal: Adopt a West Berkshire Housing Strategy	n/a	n/a	on track	Jul-20	Jul-20	OSMC: Add as Strategic Goal and set reporting level to Executive. CB: Change made
Hilary Cole			Number of additional housing units completed	n/a	TBC	550 per annum	2200 over 4 year	T: Must do R: None	Note: Target will be reviewed annually in line with the local housing need
Hilary Cole	c. Facilitate the completion of 500 affordable housing units all developments will be expected to deliver affordable homes according to Council policy)	Completion of additional affordable homes	Number of planning permissions granted for affordable homes	n/a	TBC	125 per annum	500 over 4 years	T: Must do R: None	
Hilary Cole			Number of affordable homes completed	n/a	TBC	125 per annum	500 over 4 years	T: Stretch R: None	
Ross Mackinnon	d. Establish by Dec 2019 a Housing Joint Venture with our partner Sovereign Housing Association	Increase the effectiveness of delivering housing in West Berkshire	Strategic Goal: Establish Housing Joint Venture as an effective means of delivering housing in West Berkshire with our partner Sovereign Housing Association	n/a	New for 2019/20	Dec-19	Dec-19	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	a. Complete the delivery of the Berkshire Superfast Broadband programme	Enhance access to digital communications (Superfast Broadband) to reach 99.7% of premises in West Berkshire	Number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	n/a	70,689 (96.7%) (P)	72,897 (99.7%) Apr 2020	72,897 (99.7%) Apr 2020	T: Must do R: None	

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Rick Jones	a. Refurbish the leisure centres in Newbury, Thatcham and Hungerford to provide new and upgraded facilities with a broader range of leisure services	Residents can access refurbished facilities with a broader range of leisure services available	Strategic Goal: Refurbish 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	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones	b. 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	Strategic Goal: Produce and adopt new ten year West Berkshire Cultural Strategy	n/a	New for 2019/20	Apr-20	By end of Apr 2020	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

PRIORITY FOR IMPROVEMENT: Maintain a green district

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole Richard Somner	a. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality information	Improve traffic flow and air quality	Strategic Goal: Undertake a feasibility into the cost & journey time benefits of installing infrastructure in Thatcham to suggest alternative routes by using intelligent transport systems	n/a	New for 2019/20	Apr-21	Apr-21	T: Stretch R: None	
Hilary Cole Richard Somner			Strategic Goal: Production of the delivery plan for the Environment Strategy	n/a	New for 2019/20	Oct-20	Oct-20	T: Stretch R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Richard Somner	a. 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	Number of additional KM of cycle route provided		New for 2019/20	2km (2020/21)	TBC	T: R:	OSMC noted that no KPI relating to cycling is reported at Exec level. CB: Changed reporting level from Corporate Board to Exec

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Steve Ardagh Walter	a. Install 2 Megawatts of solar panels	Generate energy from renewable sources	Install 2 megawatts of energy generated from WBCs renewable sources	n/a	New for 2019/20	TBC	2 megawatts by end of March 2023	T: Stretch R: TBC	OSMC suggests that a plan is needed and to set the appropriate goals. CB: More details provided as part of a specific project included in the Corporate Programme and overseen by the Environment Board
Steve Ardagh Walter	b. Install 2 Megawatts of solar PV to generate energy from a new solar farm (photovoltaic power station)	Generate energy from renewable sources	Install 2 Megawatts of solar PV to generate energy from a new solar farm (photovoltaic power station)	n/a	New for 2019/20	TBC	2 megawatts by end of March 2023	T: Stretch R: £2m capital (including 4 hectares land purchasing) paid for from income or cost avoidance	ditto

► 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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Richard Somner	a. Explore natural carbon reduction measures and regeneration in the rural area	Investment in measures to naturally capture and reduce carbon dioxide. Examples of natural measures could include large scale tree planting, natural regeneration, wetland regeneration (subject to feasibility and cost/benefit analysis).	Strategic Goal: Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area	n/a	New for 2019/20	Oct-20	Oct-20	Stretch £1m land acquisition, and seeking additional resource from grant funding. Afforestation over 50% of the area (50 hectares) would cost for tree planting £150k capital funds.	
Richard Somner	b. Assess feasibility of undertaking a scheme of urban tree planting	Help improve urban air quality and achieve 20% tree cover for urban areas in the district	Strategic Goal: 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	n/a	New for 2019/20	Oct-20	Oct-20	T: Stretch R: £40k per annum Capital	

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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Work with Primary Care and other health partners to develop strong and effective Primary Care Networks across West Berkshire	Residents receive better services as a result of locating professionals and joint commissioning of services	Strategic Goal: Agree a Primary Care Networks plan with the Clinical Directors at CCG, to work collaboratively to improve services and increase the focus on prevention		New for 2019/20	Mar-20	Mar-20	T: Stretch R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

► 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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Ross Mackinnon	a. 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	Strategic Goal: Develop a Strategic positioning statement on commercialisation	n/a	New for 2019/20	May-20	May-20	T: TBC R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Changes made
Ross Mackinnon	b. We will develop our approach to support services to increase the income generated through traded services and create new commercial ventures in line with our strategic positioning statement	Income is generated to support vital Council services	Total additional income generated from initiatives implemented to support vital Council services		New for 2019/20	TBC	TBC	T: TBC R: None	OSMC - to consider if this is in fact a core activity CB: Wording of the measure changed to focus on activity other than business as usual

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

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	a. Introduce by April 2021 an Employee Assistance Programme	The programme provide confidential assistance to employees to support their wellbeing	Milestone - start an employee assistance wellbeing programme		New for 2019/20	On schedule	Apr-21	T: Must do R: None	OSMC suggests that measures and targets are required for commitment 6.3 at Exec and Corporate Board level CB: Change made - changed reporting from in-service to Exec for this measure

► 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	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	a. Agree a corporate approach to measuring and responding to customer feedback	Improve how we measure customer feedback and how we respond to it	Agree a corporate approach to improve how we measure customer feedback and how we respond to it		New for 2019/20	On schedule	Mar-21	T: Stretch R: TBC resource required	OSMC suggests that measures and targets are required for commitment 6.4 at Exec and Corporate Board level CB: Change made

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CORE BUSINESS							
► CORE BUSINESS AREA: Protecting our children							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Dominic Boeck	Maintaining an Ofsted rating of at least Good for our Children's Services	n/a	Good	Good	Good	T: Stretch R: None	OSMC: Move KPI to core business (here) from priority to improvement. CB: Change made
Dominic Boeck	% of Looked After Children where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)		95%	>=95%	>=95%	T: Must do R: None	
► CORE BUSINESS AREA: Supporting education							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Dominic Boeck	% of schools judged good or better by Ofsted under the new Framework	85.2% Eng Avg	(74/78) 94.9%	94%	94%	T: Stretch R: £8.3k (0.1 FTE) per annum	OSMC: Move KPI to core business (here) from priority to improvement. Amend target from 90% to 94% to retain the current level. CB: Change made
Dominic Boeck	% of applications receiving one of three top preferences for West Berkshire children (Primary Admissions)	Rank = 16 Quartile = 1st	98%	98%	98%	T: Must do R: None	OSMC: Move KPI to core business (here) from priority to improvement. Amend target from 95% to 98% to retain the current level. CB: Change made
Dominic Boeck	% of applications receiving one of three top preferences for West Berkshire children (Secondary Admissions)	Rank = 36 Quartile = 1st	98%	98%	98%	T: Must do R: None	OSMC: Move KPI to core business (here) from priority to improvement. Amend target from 90% to 98% to retain the current level. CB: Change made
► CORE BUSINESS AREA: Maintaining our roads							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Richard Somner	% of the principal road network (A roads) in need of repair	Top Q 17/18: <2%	2%	Top 25% nationally	Top 25% nationally	T: Stretch R: Additional Capital £500k per annum	OSMC: Move KPI to core business (here) from priority to improvement. Amend target for 2019/20 from 4% to Top 25% nationally to retain the current level. CB: Change made
► CORE BUSINESS AREA: Collecting your bins and keeping the streets clean							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Steve Ardagh-Walter	% of household waste recycled, composted and reused	Eng Top Q 17/18: >47.9	49.5%	Maintain 2018/19 level	Maintain 2018/19 level	T: Must do R: None	OSMC: Add KPI to core business (here). Set target at Maintain 2018/19 level'. CB: Change made
Steve Ardagh-Walter	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	n/a	Good	Good	Good	T: Must do R: None	OSMC: Amend targets from Satisfactory to Good to retain the current level. CB: Change made
► CORE BUSINESS AREA: Providing benefits							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Ross Mackinnon	Average number of days taken to make a full decision on new Benefit claims	Eng AVG 18/19: 19	19.54	19	19	T: Must do R: None	

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CORE BUSINESS AREA: Collecting Council Tax and Business rates							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	Council tax collected as a percentage of council tax due	Eng Top Q (2018/19): 97.56%	98.5%	98.8%	98.8%	T: Must do R: None	
Howard Woollaston	Non domestic rates collected as percentage non domestic rates due	Eng Top Q (2018/19): 98.8%	98.4%	99%	99%	T: Must do R: None	
CORE BUSINESS AREA: Ensuring the wellbeing of older people and vulnerable adults							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC		(5/6) 83.3%	100%	100%	T: Stretch R: None	OSMC: Move KPI to core business (here) from priority to improvement. CB: Change made
Graham Bridgman	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team		100%	98%	98%	T: Must do R: None	
CORE BUSINESS AREA: Planning and housing							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole	% of planning appeals won	Eng AVG: 65%	70%	65%	65%	T: Must do R: None	OSMC: Add KPI to core business (here). Set target at 'Top 25% nationally'. CB: Change made
Hilary Cole	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Eng AVG 18/19: 90%	81%	90%	90%	T: Must do R: None	
Hilary Cole	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Eng AVG 18/19: 86%	78%	86%	86%	T: Must do R: None	
CORE BUSINESS AREA: Supporting local employers							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole	Number of top 10 business sector employers in 2018/19 retained in the district	n/a	10	10	10	T: Stretch R: None	OSMC: Add KPI to core business (here). Set target at '10'. The activity should cover supporting top 10 employers with a view to: a. retaining them in district b. Helping them to grow c. Meet at senior level twice a year CB: The service is working to conclude measures relating to supporting businesses