

2020/21 Performance Report Quarter Three

Committee considering report:	Executive
Date of Committee:	25 March 2021
Portfolio Member:	Councillor Jo Stewart
Date Portfolio Member agreed report:	4 March 2021
Report Author:	Jenny Legge/Catalin Bogos
Forward Plan Ref:	EX3885

1 Purpose of the Report

- 1.1 To provide assurance that the core business and council priorities for improvement measures ([Council Strategy 2019-2023](#)) are being managed effectively.
- 1.2 To highlight successes and where performance has fallen below the expected level, present information on the remedial action taken, and the impact of that action.

2 Recommendations

To note the progress made in delivering the Council Strategy, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the Council's priorities for improvement and remedial actions taken where performance is below target, which is mostly due to Covid-19.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	To be highlighted and managed by individual services.
Human Resource:	To be highlighted and managed by individual services.
Legal:	To be highlighted and managed by individual services.
Risk Management:	To be highlighted and managed by individual services.
Property:	To be highlighted and managed by individual services.
Policy:	To be highlighted and managed by individual services.

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Environmental Impact:		x		
Health Impact:		x		
ICT or Digital Services Impact:		x		
Council Strategy Priorities or Business as Usual:	x x			Supports all priorities and core business of the Council Strategy 2019-2023.
Data Impact:		x		
Consultation and Engagement:	The information provided for this report, has been signed off by the relevant Head of Service / Service Director and Portfolio Holder.			

4 Executive Summary

4.1 This paper provides updates for each component of the Council Strategy Delivery Plan:

- The influencer (external context) measures,
- Targeted measures for each core business area,
- Targeted measures for each priority for improvement and
- Corporate health (internal context) measures.

4.2 The **contextual measures** indicate that the District is not as badly impacted by Covid-19 as other parts of the country. The infection and death rates are in the lowest (best) quartile of local authorities in England. The key economic indicators (economic activity,

employment rate, business rated properties) are strongly resilient. Although, town centres seem more vulnerable to changing working patterns. Proactive solutions have been adopted to mitigate the disproportionate impact of Covid-19 on the employment opportunities of young people (e.g. by securing work placements for young people through the implementation of the Kick Start scheme).

- 4.3 Work with our communities to support local residents continued. The increase in benefits claimant count is mainly as a result of changes to the eligibility criteria so that more people can access support. Social Care measures have also been impacted, showing a reduction in safeguarding enquiries in adult social care. An enhanced preventive approach ensures lower rates of children in care and child protection plans (compared to other councils) and these remained relatively stable this year. Council's services are carefully monitoring the contextual measures and adapting service delivery to ensure vulnerable residents are identified and supported.
- 4.4 The Council's resources have been focused to respond to the Covid-19 challenges and to ensure **core business** service delivery. This area maintained strong performance during Q3. Furthermore, exceptional results have been achieved for promptly deciding on benefit claims, timely responding to major and minor planning applications or timely assessments of children at risk. New benchmarking data released this quarter placed the District in the top quartile nationally. The notable exception is the collection of Council Tax and Non domestic rates which are impacted by the Council's conscious decision for payment holidays, made in support of local residents and businesses during Covid-19.
- 4.5 Improvement activity through the Council Strategy **priorities for improvement** continued to be progressed. The majority of measures remained on track and delivery of outcomes continued this quarter (e.g. offered accommodation to all rough sleepers, produced the Environment Strategy Delivery Plan and adopted the Communication and Engagement Strategy). There are some measures not reporting due to data availability impacted by Covid (e.g. educational attainment, average traffic time). A few measures, mostly relating to the approval of other specific strategies and frameworks, are being re-profiled by a few months, as the services responsible for their delivery are at the forefront of the response to Covid-19. The ones to highlight to the Executive include:
- affordable homes completions is 22 units below target (125), however there are currently over 900 affordable housing units with planning permission yet to be built,
 - rural afforestation and urban tree planting feasibility studies are behind schedule and will be reconsidered as part of the Environment Strategy Delivery Plan.
- 4.6 The Council's **corporate health indicators** highlight sound resources management, a budget underspend, reducing sickness absence and stable workforce.
- 4.7 In conclusion, the contextual measures evidence the socio-economic resilience of the District. The Council contributed to this by focusing resources to support the Covid-19 response and recovery activity, and to maintain strong core business delivery. Most of the priorities for improvement are progressed too, but a few actions in this area are re-profiled to ensure sufficient capacity for Covid-19 response and continuity of service delivery.

5 Supporting Information

Influencer measures

Refer to Appendix A for more detail

- 5.1 Non-targeted measures of volume are monitored to provide context to the work being carried out across council services.
- 5.2 The major contextual factors during Q3 remained the challenges due to the ongoing work to mitigate the **impact of Covid-19**. Against a background of a strong economy and more favourable social characteristics, the Council worked with local communities to protect lives and livelihoods ([West Berkshire Community Hub](#)). Data on the cumulative rates of infections and deaths place the District in the best (lowest) quartile nationally, evidencing a resilient West Berkshire.
- 5.3 Overall, **the local economy maintained** the strong pre-Covid-19 levels. Key indicators such as the economic activity rate (chart 1), unemployment rate (chart 2), business rated properties (chart 7), and planning applications and their approval rates (chart 13) remained stable.
- 5.4 Areas impacted more by the pandemic are being tackled through local measures which include the implementation of national solutions. Enhancements to Universal Credit, as part of the UK government's response to Covid-19, mean that an increasing number of people (charts 5 & 6) became eligible for unemployment-related benefit support, although still employed. As part of the Kick Start work placement scheme, over 70 young people have been placed, primarily in the business sector but also within the Council.
- 5.5 Town centres are likely to be more vulnerable to changing working patterns than elsewhere. As would be expected for another lockdown, footfall and the number of parking tickets sold were substantially below normal levels (charts 9 & 10).
- 5.6 The **local social indicators** are following the national trends. In some areas, such as crime (chart 15) and domestic abuse incidents (charts 16 & 17), they show a reduction in volume. The number of households prevented from becoming homeless (chart 34) and rough sleepers (chart 36) is lower than usual, due to the Council's part in the national drive to get '[Everyone in](#)' during the pandemic.
- 5.7 Arrangements have been put in place to ensure that vulnerable children, young people and adults continue to be identified and to receive support. Such arrangements include enhanced screening, closer joint working between different services, face to face visits for all child protection and high level child in need referrals. As reassurance, the number of safeguarding (Section 47) enquiries, have remained in line with previous year's level.
- 5.8 In adult social care, the number of cases receiving long term services (chart 31), and the number of new adult safeguarding enquiries (chart 30) have increased during Q3, after being lower than normal due to Covid-19 in the previous two quarters. There are still a number of clients in interim Short Term solutions that are likely to become long term, so this number may increase by year end.

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5.9 The number of flytips reported is 13% higher than Q3 2019/20 (chart 46). An awareness campaign and an increase in enforcement activity appear to have had an effect in stalling the steep rise seen in Q2 experienced by many other councils in the region.

Core Business Activities

Refer to Appendix B for Exception Reports

Please note:

R (red): year-end target will not be met

A (amber): behind schedule, but expected to achieve year-end target

G (green): year-end target will be met.

DNA: Data not available

DNP: Data not provided

Refer to Appendix C for technical conventions

Category	Measure	RAG	2020/21		Notes
			Q3 (YTD) Outturn	Target	
Protecting our children	Ofsted rating of at least Good for our Children and Family Service	G	Good	Good	Latest available inspection result. OFSTED Inspections are currently on hold due to Covid-19.
	% 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)	A	83.4%	≥95%	YTD: 131 / 157 Classing a visit as 'statutory' if it is carried out face to face. If we include visits in all formats, we are at 96%.
Supporting education	% of maintained schools judged good or better by Ofsted	G	95.7%	≥93%	YTD: 66 / 69 No inspections have taken place since March 2020 due to COVID 19.
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	G	Complete in Q1	≥95%	
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	G	Complete in Q1	≥95%	

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Category	Measure	RAG	2020/21		Notes
			Q3 (YTD) Outturn	Target	
Ensuring the wellbeing of older people and vulnerable adults	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	R	66.7%	100%	YTD: 4 / 6 January 2021 update: Birchwood not inspected yet as CQC are not completing inspections. Walnut Close has been closed from 25 Jan 2021. See exception report for details.
	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	A	95.8%	≥98%	YTD: 1,435 / 1,498 Vacant post from October 2020 to January 2021. New officer to commence in role from January 2021.
Maintaining our roads	% of the principal road network (A roads) in need of repair	DNA	Annual - Reports in Q4	Top 25% nationally	
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	G	51.8% (P)	≥49.5% (≥2018/19 outturn)	Q3: 8,253 / 15,736 YTD: 28,356 / 54,764 Data is provisional and subject to change once validated by DEFRA after Q4
	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	G	Good	Good	
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	G	Av. 18.26	≤20 days	
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	R	81.3%	≥98.8%	For comparison, Q3 2019/20 = 84.1 Result of conscious decision. Over 2000 accounts requested payment holidays.

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Category	Measure	RAG	2020/21		Notes
			Q3 (YTD) Outturn	Target	
	Non domestic rates collected as a percentage of non domestic rates due	R	74.4%	≥99%	For comparison, Q3 2019/20 = 85.1% Result of conscious decision. Many businesses were closed between March and July and some have remained so.
Planning and housing	% of planning appeals won	A	61.3%	≥65% (England average)	YTD: 25 /40 There is no particular change in circumstances within the Service. Appeals submitted and appeals decisions, are outside the control of the Service. Low numbers result in greater percentage swings. Should balance out over the year.
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	G	98.3%	≥90% (England average)	Q3: 20 / 21 YTD: 58 / 59
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	G	88.9%	≥86% (England average)	Q3: 67 / 77 YTD: 208 / 234
Supporting local employers	Number of top 10 business sector employers in 2018/19 retained in the district	G	10	≥10	

Please note:

R (red): year-end target will not be met

A (amber): behind schedule, but expected to achieve year-end target

G (green): year-end target will be met.

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Refer to Appendix C for technical conventions

5.10 Performance for the majority of core business activities reported has been on target.

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5.11 Where Covid-19 restrictions have hindered statutory, face-to-face visits, teams have offered the service in a different way e.g. closer partnership and interdisciplinary team working, video meetings or telephone calls, to ensure the safety of clients and staff.

5.12 As in previous quarters, the amount of Council Tax collected has been affected by residents accessing payment holidays during Covid-19. As of 20 January 2021, statutory debt recovery has restarted and court dates have been provided for legal action to take place where appropriate. Collection is at 89.13%.

5.13 The amount of non-domestic rates or “Business Tax” collected is still well below the norm, as many businesses closed during the first lockdown and have remained so. As of 20 January 2021, collection is at 80.71%, however where industries such as hospitality and events do not meet the criteria of other relief, extended flexibility can be given.

National Benchmarking for Core Business Measures (April 2018- March 2020)

5.14 Benchmarking data for 2019/20 has been published for some areas. In the majority of services, we compare favourably with our peers and continue to maintain our position. More data is due to be released in time for Q4.

Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	Q3 RAG Outturn
Supporting education	% of maintained schools judged good or better by Ofsted	2nd Qtile Rank 38/152 (August) (YE: 95.7%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥93%	-	95.7%
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	2nd Qtile Rank 51/152 (YE: 98.4%)	Awaiting national data	≥95%	G	Q1: 98%
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	1st Qtile Rank 27/152 (YE: 97.9%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥95%	G	Q1: 98%
Maintaining our roads	% of the principal road network (A roads) in need of repair	1st Qtile Rank 17/146 (YE: 2%)	1st Qtile Rank 22/152 (YE: 95.7%)	Top 25% nationally	Annual	Annual - reports at Q4

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Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	Q3 RAG Outturn
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	1st Qtile Rank 31/148 (YE: 50.7%)	Awaiting national data	≥49.5% (≥ 2018/19 outturn)	G	51.8% (E)
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	2nd Qtile Rank 54/122 (YE: 19.54)	Awaiting national data	≤20 days	G	18.26
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	1st Qtile Rank 6/123 (YE: 98.5%)	Awaiting national data	≥98.8%	R	81.3%
	Non domestic rates collected as percentage non domestic rates due	3rd Qtile Rank 82/151 (YE: 98.4%)	Awaiting national data	≥99%	R	74.4%
Ensuring the wellbeing of older people and vulnerable adults	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	England overall = 84%	Awaiting national data	100%	R	66.7%
Planning and housing	% of 'major' planning applications determined within 13 weeks or the agreed extended time	4th Qtile Rank 108/122 (YE: 78.1%)	Awaiting national data	≥90% (England average)	G	98.3%
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	4th Qtile Rank 102/123 (YE: 77.5%)	Awaiting national data	≥86% (England average)	G	88.9%

Council Strategy Priorities for Improvement:

Refer to Appendix B for Exception Reports

Table 1. Number of measures by priority of improvement and performance status

Priority for Improvement	RAG Status			
	Red	Amber	Green	Other
Ensure our vulnerable children and adults achieve better outcomes	2	0	4	2
Support everyone to reach their full potential	1	0	4	6
Support businesses to start develop and thrive in West Berkshire	2	0	2	0
Develop local infrastructure including housing to support and grow the local economy	3	0	6	6
Maintain a green district	2	0	5	0
Ensure sustainable services through innovation and partnerships	1	0	2	1
	11	0	23	15

Note:

Red: year-end target will not be met

Amber: behind schedule, but expected to achieve year-end target

Green: year-end target will be met.

Other: includes Annual (reported once a year), data not available, data not provided and targets to be confirmed

Ensure our vulnerable children and adults achieve better outcomes

5.15 Overall good results have continued to be achieved for this priority for improvement. Sound intervention, combined with preventative support, maintained the repeat referrals to Children's services within the expected thresholds and a high percentage of care leavers in employment, education and training. Adult safeguarding enquiries achieved the outcomes expected by the service users. Particularly high performance to note in the area of preventing homelessness and rough sleepers being offered accommodation.

5.16 Covid-19 delayed the Strategic Goal of publishing a strategic framework to improve employment opportunities of vulnerable people, due to Adult Social Care service having to prioritise the response to the pandemic (target December 2020 is re-profiled to March 2021). The restrictions also impacted the number of disadvantaged people aged 16-25 who have enrolled in apprenticeship training. Work continues with Council services and schools to instigate work experience days, which may lead to apprenticeships.

Support everyone to reach their full potential

5.17 Attainment outturns for the academic year 2019/20 are not available due to Covid-19. Support is provided to pupils and schools to minimise the impact of school closures.

5.18 The development and adoption of a community resilience index (Strategic Goal) has been delayed from March 2021 to December 2021, as the officer responsible was

abstracted from normal duties to work in the Community Support Hub as part of West Berkshire Council's Covid-19 response. An additional officer was appointed and will commence during Q4. Covid-19 restrictions affected the number of volunteer hours for cultural services, however it is envisaged that once lockdown has eased, the volunteers will return.

- 5.19 Measures resulting from the approved Community Wellbeing Model (Strategic Goal) regarding active Befrienders and those who have been supported by the Befriender scheme have already exceeded the annual target. The scheme, which aims to prevent and reduce social isolation and loneliness in West Berkshire, provides social and emotional support to residents aged 50 and over from a volunteer befriender or buddy. Due to Covid-19 the scheme is currently running as a telephone befriending service and face to face befriending and buddying will be introduced when it is safe to do so and in line with government guidance.
- 5.20 The Communications and Engagement Strategy (Strategic Goal) has been developed and was approved by the Executive Committee on 15 October 2020. The delivery plan was approved by the Customer First Programme Board on 15 December 2020.

Support businesses to start develop and thrive in West Berkshire

- 5.21 Activities are on track to deliver the [Newbury Town Centre Masterplan](#) study by the end of 2021. West Berkshire Council has appointed a multi-disciplinary team to undertake this major new study into the future uses of Newbury Town Centre. The work started with a public consultation due to close in January 2021. The number of responses has been very encouraging.
- 5.22 The Newbury West Berkshire Economic Development Company which was responsible for delivering the Inward Investment Brochure has been dissolved. This piece of work will now be absorbed by the Economic Development team and expected to be completed by December 2021 instead of the initial target of December 2020.
- 5.23 The Economic Recovery Board has amended the target date for the delivery of the Economic Development Strategy refresh, from December 2020 to February 2021, in order to align with the Local Enterprise Partnership's Recovery and Renewal plan.

Develop local infrastructure including housing to support and grow the local economy

- 5.24 The Regulation 18 consultation to inform the submission of a New Local Plan for examination (Strategic Goal) is on track and in line with the Local Development Scheme agreed in April 2020. The infrastructure delivery plan (Strategic Goal), which is aligned with the schedule for the submission of the Local Plan for examination, is also underway.
- 5.25 Data is not available regarding a traffic model for an average journey time in the District, due to staff being diverted to focus on the response and recovery relating to Covid-19. Due to similar reasons, following the consultation on the West Berkshire Housing Strategy (Strategic Goal) during Q3, this strategy cannot be approved as originally planned in February 2021 but will be delayed by one month.

- 5.26 Targets have been exceeded for residential units granted planning permission (582), the number of additional residential units completed (609) and the number of affordable homes granted planning permission (216). The number of affordable homes completed during 2019/20 is below target by 22 homes, however there are currently over 900 affordable housing units with planning permission that are yet to be built.
- 5.27 The project to make Superfast Broadband available in West Berkshire has been completed. As part of the Government's 'Getting Building fund' the [Thames Valley Berkshire Local Enterprise Partnership \(LEP\) has successfully bid for funding and secured £7.5m](#), £1.7m of which will be used by West Berkshire Council to implement Full Fibre and improve broadband connectivity for schools, fire services and GPs in rural areas.
- 5.28 The consultation on the West Berkshire Cultural Heritage Strategy (Strategic Goal) took place between 7 September and 18 October 2020 and was approved by the Executive meeting on 14 January 2021.

Maintain a green district

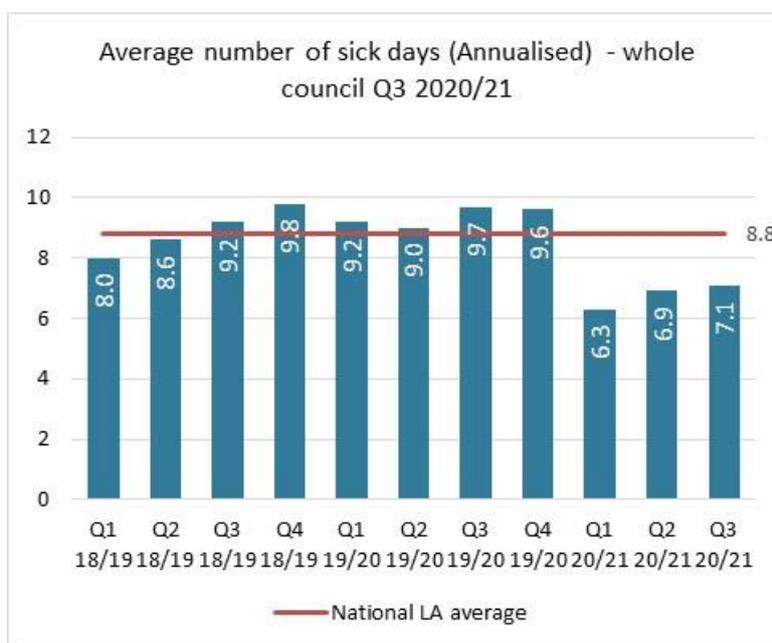
- 5.29 The Strategic Goal of studying the feasibility, the cost and journey time benefits of installing infrastructure in Thatcham is on track. Air quality sensors have been deployed on a trial basis and capital funds have been requested for variable message signs to influence drivers' route choices.
- 5.30 The first draft of the Environment Strategy Delivery Plan (Strategic Goal) has been approved by the Environment Advisory Group. Appropriate performance measures will be forthcoming as part of the planning process for 2021/22.
- 5.31 The adoption of the Local Transport Plan (Strategic Goal) is on track, subject to a successful funding bid.
- 5.32 The Department for Transport has awarded additional funding for a phase 2 of Emergency Active Travel schemes. Various schemes are being designed to encourage cycling and walking and will be going out for consultation at the end of February 2021.
- 5.33 Work towards generating energy from council renewable sources is progressing with an initial six council buildings having solar panels installed. Subject to funding and planning permission [a solar farm could be built near Grazeley](#) that could generate enough electricity a year to power approximately 4,400 homes.
- 5.34 The Strategic Goals of studying the feasibility of and carrying out cost benefit analysis for large scale afforestation and natural regeneration in the rural area and urban tree planting, are behind schedule. Recruitment to the team occurred during quarter 3, with one vacant position being filled and two others commencing during quarter 4. The Economic Delivery Plan is being developed and priorities that arise from this process will inform measures and targets which will be considered for inclusion through service planning for 2021/22.

Ensure sustainable services through innovation and partnerships

- 5.35 The Strategic Goal to develop a strategic positioning statement on commercialisation and the implementation of a confidential Employee Assistance Programme have already been completed in previous quarters.
- 5.36 Work is progressing to develop and adopt a corporate approach to capture and respond to customer feedback, in particular progress has been made around better coordination of consultation exercises. A repository of consultation findings is to be implemented starting in Q1 next year under the governance of the Customer First Programme Board.
- 5.37 The development of a community engagement framework has been incorporated into a broader programme of Engaging and Enabling Communities due to staff responsible for delivery of this framework being diverted to respond to Covid-19 during quarter 1 and the need to source additional staff during subsequent quarters. The delivery of this work is re-profiled to March 2022.

Corporate Health

- 5.38 The Q3 financial position shows a forecast under spend of £3.4m. Further details are available from the quarterly financial monitoring reports.
- 5.39 Absence levels are much lower than usual, but slightly higher than Q2. Quarters 3 and 4 are usually higher due to the increase in coughs, colds and stomach bugs, however as many staff are working from home due to Covid-19, this has potentially kept the usual winter bugs at bay.
- 5.40 Covid-19 self-isolation days lost are not included in the sickness figures. These are days where staff are not working due to self-isolation and cannot be recorded as sickness as this would trigger sick pay entitlements, which is not permissible under the Green Book and National Joint Council (NJC) for local government services guidance during Covid-19.



Proposals

To note the progress made in delivering the Council Strategy, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the Council's priorities for improvement and remedial actions taken where performance is below target, which is mostly due to Covid-19.

6 Other options considered

None considered.

7 Conclusion

- 7.1 Quarter three results show that strong performance levels have been maintained and key services delivered to residents as part of the activities in the Core Business category.
- 7.2 The District is not as badly impacted by Covid-19 as other parts of the country. The economy is inherently more resilient. An immediate impact on Town Centres is evident due to changes in working patterns. Research conducted at national level, suggests that the inequality gap is likely to have widened.
- 7.3 Services have continued with mitigation actions where Covid-19 impacted the normal service delivery, e.g. ensured telephone and video contacts in cases where face to face statutory visits were not possible and more partnership and interdisciplinary working, to ensure that, in particular, vulnerable service users are identified and supported.
- 7.4 The Council has continued to prioritise the need to respond quickly to Covid-19. However, improvement work and key outcomes continued to be delivered, e.g. offered accommodation to all rough sleepers, developed a Communications and Engagement Strategy, produced an Environment Strategy Delivery Plan etc. and only a few measures, mainly relating to approval of strategies and frameworks, have been delayed by a few months.
- 7.5 Action plans are in place to address performance measures rated Amber and Red and the Executive is asked to note these actions and the overall performance reported.

8 Appendices

- 8.1 Appendix A – Influencer Measures
- 8.2 Appendix B – Exception Reports
- 8.3 Appendix C – Technical Conventions

Subject to Call-In:

Yes: No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Officer details:

Name: Catalin Bogos
 Job Title: Performance, Research and Risk Manager
 Tel No: (01635) 519102
 E-mail: Catalin.Bogos@westberks.gov.uk

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