

# 2020/21 Performance Report Quarter Four

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	10 June 2021
<b>Portfolio Member:</b>	Councillor Howard Woollaston
<b>Date Service Director agreed report:</b> (for Corporate Board)	18 May 2021
<b>Date Portfolio Member agreed report:</b>	27 May 2021
<b>Report Author:</b>	Jenny Legge/Catalin Bogos
<b>Forward Plan Ref:</b>	EX3886

## 1 Purpose of the Report

- 1.1 To provide assurance that the core business and council priorities for improvement measures in the [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 Recommendation

To note the progress made in delivering the Council Strategy Delivery Plan 2019-2023, 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.

## 3 Implications and Impact Assessment

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

	Positive	Neutral	Negative	Commentary
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
<b>Environmental Impact:</b>		x		
<b>Health Impact:</b>		x		
<b>ICT or Digital Services Impact:</b>		x		
<b>Council Strategy Priorities or Business as Usual:</b>	x x			Supports all priorities and core business of the Council Strategy 2019-2023.
<b>Data Impact:</b>		x		
<b>Consultation and Engagement:</b>	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 2019-2023:

- Non-targeted influencer measures for context.
- Targeted measures for each core business area.
- Targeted measures for each priority for improvement.
- Corporate health measures for internal context.

4.2 The **Influencer measures** indicate that the district has coped better in response to Covid-19 challenges compared with other parts of the country. The Covid-19 infections

peaked in January but, compared with other local authorities in England, the cumulative rate remained in the [lowest \(best\) quartile](#). In addition, the district has achieved a [high percentage of Covid-19 vaccinations](#) for those age groups due to receive the vaccines by the end of the quarter.

- 4.3 The economic indicators (economic activity, employment rate, business rated properties) continued to show a strong resilience. The effect of lockdown restrictions, at the start of the quarter, is reflected by reduced town centre footfall and car parking tickets sales.
- 4.4 Work with our communities to support local residents has continued. Social Care measures show that the adult social care cases managed through interim, short-term solutions due to Covid-19, have started to move to long term support services. In addition, Covid-19 restrictions are a key factor in children social care cases being identified at a more critical stage, and requiring safeguarding and child protection plans. Nevertheless, services are carefully monitoring the situation and adapting service delivery to ensure vulnerable residents are identified and supported.
- 4.5 The council focused on responding to the Covid-19 challenges, ensuring **core business** service delivery. This area achieved strong performance during quarter four, in particular with regards to waste management, timeliness of decisions on new housing benefit claims and planning determinations. The notable exception remains the collection of Council Tax and Non domestic rates (which are impacted by a conscious decision made in support of local residents and businesses during Covid-19); the cleanliness of our streets (impacted by diverting operational resource to frontline collection services due to Covid-19 challenges) and the principal road network requiring repairs due to inclement weather, which has been addressed by securing £4.5m Challenge Fund resources for resurfacing work. New benchmarking data released this quarter places the district in the top quartile nationally for the amount of household waste it recycles, composts and reuses, and for school places allocations. Timeliness of decisions for Housing Benefit claims improved from last year's level, which was in the third quartile in England.
- 4.6 Improvement activity through the Council Strategy **priorities for improvement** continued to progress. The majority of measures remained on track and delivery of outcomes continued this quarter (e.g. approval of a framework to improve employment opportunities of vulnerable people, accommodation offered to all rough sleepers, and Adult Social Care clients who have feel safe and secure because of the service they have received). There are some measures not reported upon due to lack of data availability impacted by Covid-19 (e.g. educational attainment, and 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 have been at the forefront of the response to Covid-19.
- 4.7 The council's **corporate health indicators** highlight sound resource management, a budget underspend, reducing sickness absence and stable workforce.
- 4.8 In conclusion, the influencer 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 have 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 influential factor during quarter four remained the work to mitigate the **impact of the second wave of Covid-19 infections**. The strong economy and more favourable social characteristics, placed the district in a stronger position and the work with our local communities protected lives and livelihoods (West Berkshire Community Hub). The cumulative rates of infections remained in the best (lowest) quartile nationally. In addition, work to promote vaccinations, including by engaging with groups and communities at greater risk, resulted in reaching top quartile vaccination rates compared to other districts in England.
- 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.
- 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 level (charts 9 & 10).
- 5.6 The local **social indicators** are following the national trends. The latest data available at the time of publication (quarter three) show a reduction in volume for crime (chart 15) and domestic abuse incidents (charts 16 & 17). Through coproduction work with voluntary sector organisations, and the Housing Strategy Group, the extensive work carried out by the Rough Sleeping and Housing Operations Teams resulted in no rough sleepers at the end of quarter four (chart 36).
- 5.7 Arrangements have continued to ensure that vulnerable children, young people and adults are 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. However, the increase in child protection enquiries initiated, and a higher number child protection plans would suggest that some of the cases are identified at a stage requiring more critical intervention, rather than more early help support.

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- 5.8 In adult social care, the number of long terms service cases (chart 31), and the number of new adult safeguarding enquiries (chart 30) have increased during quarter four, after being lower than normal due to Covid-19 in the previous quarters, as those clients in interim Short Term solutions transitioned to long term support.
- 5.9 The number of flytips reported is 35% higher than quarter four 2019/20 (chart 46). The council continues to raise awareness and increase enforcement activity.

### 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*

Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
Protecting our children	Ofsted rating of at least Good for our Children and Family Service	G	Good - pending outcome of next inspection	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)	R	60.3%	≥95%	YE: 88 / 146
Supporting education	% of maintained schools judged good or better by Ofsted	G	93.7%	≥93%	YE: 74 / 79

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Category	Measure	RAG	2020/21		Notes
			YE Outturn	Target	
	% 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%	
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	80.0%	100%	Walnut Close Care Home has now closed (March 2021). See exception Report
	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	R	96.0%	≥98%	Performance has dropped due to staff vacancy from October 2020 to January 2021. See exception report for details.
Maintaining our roads	% of the principal road network (A roads) in need of repair	R	3.0%	Top 25% nationally	The inclement weather during the winter of 2019/20 caused higher than expected rates of deterioration. The main areas of deterioration are in the surface texture of the A4 between Thatcham and Aldermaston. See exception report for details
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	G	51.1%	≥49.5% (≥2018/19 outturn)	Q4: 8,388 / 17,456 YE: 38,031 / 74,373 Q3 data has been updated, and Q4 2020/21 data is provisional. All results are subject to change once validated by DEFRA after Q4

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Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	R	Satisfactory	Good	See exception report for details.
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	G	Av. 18.27	≤20 days	Q4: 18.32
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	R	95.9%	≥98.8%	For comparison, Q4 2019/20 = 98.5% The effects of Covid-19 have reduced the amount of Council Tax being paid. Over 2000 accounts requested payment holidays. See exception report for details
	Non domestic rates collected as a percentage of non domestic rates due	R	95.2%	≥99%	For comparison, Q4 2019/20 = 98.9% Covid-19 has had a massive effect on collection. Many businesses were closed between March and July and some have remained so. See exception report for details
Planning and housing	% of planning appeals won	G	65.0%	≥65% (England average)	Q4: 21 / 30 YE: 46 / 70
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	G	98.6%	≥90% (England average)	Q4: 12 / 12 YE: 70 / 71

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Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	G	89.5%	≥86% (England average)	Q4: 73 / 80 YE: 281 / 314
Supporting local employers	Number of virtual business engagement events held	G	4	≥4	

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*

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

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. Collection is at 95.9%.

5.13 The amount of non-domestic rates or "Business Tax" collected is still well below the norm, as many business closed during the first lockdown and have remained so. At year end, collection is at 95.21%.

5.14 A more formal debt recovery timetable will be formulated over the next few weeks with action commencing in May 2021.

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

5.15 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.

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Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	YE Outturn
Supporting education	% of maintained schools judged good or better by Ofsted	1st Qtile Rank 17/152 (August) (YE: 95.7%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥93%	G	93.7%
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	2nd Qtile Rank 51/152 (YE: 98.4%)	1st Qtile Rank 12/152 (YE: 99.1%)	≥95%	G	Complete in Q1
	% 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 36/152 (YE: 96.6%)	≥95%	G	Complete in Q1
Maintaining our roads	% of the principal road network (A roads) in need of repair	1st Qtile Rank 17/146 (YE: 2%)	Data not available	Top 25% nationally	R	3.%
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	1st Qtile Rank 31/148 (YE: 50.7%)	1st Qtile Rank 32/149 (YE: 50.2%)	≥49.5% (≥2018/19 outturn)	G	51.1%
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	3rd Qtile Rank 66/122 (YE Av 20.27)	3rd Qtile Rank 85/124 (YE Av 19.04)	≤20 days	G	Av. 18.27
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	1st Qtile Rank 8/151 (YE: 98.5%)	1st Qtile Rank 8/151 (YE: 98.5%)	≥98.8%	R	95.9%
	Non domestic rates collected as a percentage of non domestic rates due	3rd Qtile Rank 82/151 (YE: 98.4%)	1st Qtile Rank 20/151 (YE: 98.9%)	≥99%	R	95.2%
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	4th Qtile Rank 108/122 (YE: 78.1%)	2nd Qtile Rank 36/125 (YE: 98.8%)	≥90% (England average)	G	98.6%

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Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	YE Outturn
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	4th Qtile Rank 102/123 (YE: 77.5%)	2nd Qtile Rank 49/125 (YE: 90.4%)	≥86% (England average)	G	89.5%

### 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	1	0	6	1
Support everyone to reach their full potential	1	0	4	4
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	3
Maintain a green district	2	0	4	1
Ensure sustainable services through innovation and partnerships	1	0	3	0
	<b>10</b>	<b>0</b>	<b>25</b>	<b>9</b>

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**

- 5.16 Overall good results have continued to be achieved for this priority for improvement. Sound intervention, combined with preventive support, maintained the repeat referrals to Children's services within the expected thresholds and Adult safeguarding enquiries achieved the outcomes expected by the service users. Notably, 91.2% of people who had used Adult Social Care services, said that it had made them feel safe and secure.
- 5.17 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 pandemic (target December 2020, but approved in February 2021). The restrictions also impacted the number of disadvantaged people aged 16-25 who have enrolled in apprenticeship training. The council is providing 13 placements across various services as part of the Kickstart Scheme, and is working with a new local apprenticeship employer to bring new opportunities to young people.

### **Support everyone to reach their full potential**

- 5.18 Attainment outturns for the academic year 2019/20 are not available due to Covid-19. Support is being provided to pupils and schools to minimise the impact of school closures.
- 5.19 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 has been appointed and commenced in post during quarter four. 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.
- 5.20 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.
- 5.21 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**

- 5.22 Activities are on track to deliver the Newbury Town Centre Masterplan study by December 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, which closed in January 2021, with public focus group sessions planned for later in the year.

- 5.23 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.
- 5.24 The Economic Recovery Board has amended the target date for the delivery of the Economic Development Strategy refresh, from December 2020 to June 2021, due to the prolonged Covid-19 response period, and 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**

- 5.25 The Regulation 19 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.
- 5.26 Due to staff being diverted to focus on the response and recovery relating to Covid-19, the West Berkshire Housing Strategy (Strategic Goal) was approved later than originally planned in March 2021.
- 5.27 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 additional affordable homes completed was below target by 5 homes, due to delays in supply, ground work completion and staff sickness. The remaining units will be built during 2021/22.
- 5.28 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 improve broadband connectivity for schools, fire services and GPs in rural areas.
- 5.29 The consultation on the West Berkshire Leisure Strategy was carried out between 8 October and 19 November 2020. A revised timetable has been agreed and it is expected to be submitted to the Executive Committee for approval by December 2021.
- 5.30 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**

- 5.31 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.

- 5.32 The first draft of the Environment Strategy Delivery Plan (Strategic Goal) was approved by the Environment Advisory Group during quarter two. Appropriate performance measures will be forthcoming as part of the planning process for 2021/22.
- 5.33 The adoption of the Local Transport Plan (Strategic Goal) is on track. As additional funding has been approved, initial discussions on delivery have begun.
- 5.34 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 public consultations have begun.
- 5.35 Work towards generating energy from council renewable sources is progressing with an initial six council buildings having solar panels installed. Further projects are being planned and appropriate performance measures will be forthcoming as part of the planning process for 2021/22. A development partner is being sought.
- 5.36 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.

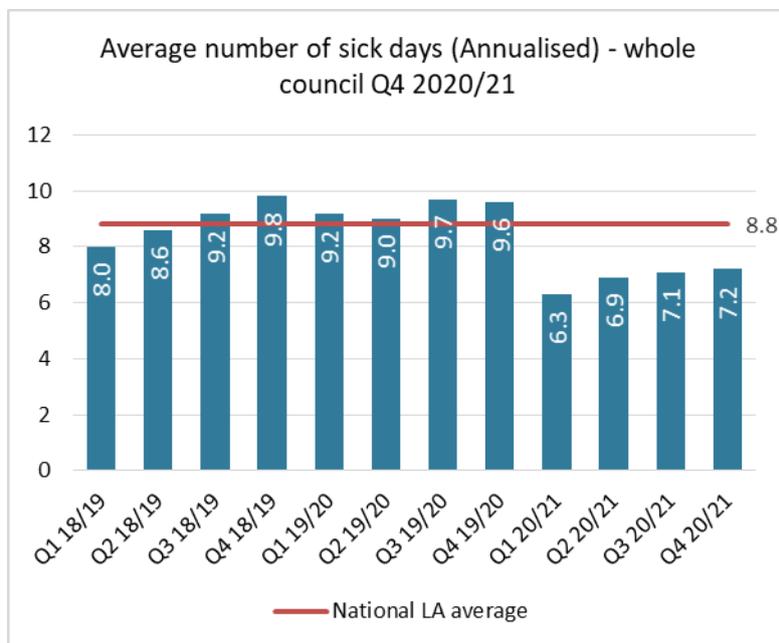
### **Ensure sustainable services through innovation and partnerships**

- 5.37 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.
- 5.38 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 and a repository of consultation findings, to commence in quarter one 2021/22, under the governance of the Customer First Programme Board.
- 5.39 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 one and the need to source additional staff during subsequent quarters. The delivery of this work has been re-profiled to March 2022.

### **Corporate Health**

- 5.40 The quarter four financial position shows a provisional under spend of £4.6m. Further details are available from the quarterly financial monitoring reports.
- 5.41 Absence levels have been below the norm since quarter one. Quarters three and four 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 also kept the usual winter bugs at bay.

5.42 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 can not 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

5.43 To note the progress made in delivering the Council Strategy Delivery Plan, 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 four 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 Covid-19 cases peaked during this quarter but the overall rate of infections in the district was better than in other parts of the country. West Berkshire Council has supported the vaccination process achieving high rates of vaccinations.
- 7.3 The economy remains strong. Town centres have been impacted again by the lockdown measures still in place at the start of the quarter.
- 7.4 Services have continued with mitigation actions where Covid-19 impacted the normal service delivery. The focus remains on supporting our residents and in particular that

vulnerable, service users are identified and supported. The adult social care service users supported previously through interim, short term solutions have started to transition to long term services. The efforts to identify vulnerable children are successful, however these cases seems to be identified at more critical points, and require more formal safeguarding interventions.

- 7.5 The council has continued to prioritise the need to respond quickly to Covid-19. However, improvement work and key outcomes continue to be delivered, e.g. accommodation offered to all rough sleepers, Adult Social Care clients who have feel safe and secure because of the service they have received etc., and only a few measures, mainly relating to approval of strategies and frameworks, have be delayed by a few months.
- 7.6 Action plans are in place to address performance measures rated “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 – 2020/21 in infographics
- 8.4 Appendix D – Technical Conventions

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### Corporate Board’s recommendation

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#### Background Papers:

#### 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

#### Wards affected:

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Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

**Change History**

Version	Date	Description	Change ID
1			
2			