
2024/25 Performance Report Q4

Committee considering report:	Executive
Date of Committee:	3 July 2025
Portfolio Member:	Councillor Jeff Brooks
Report Author:	Jenny Legge / Beatriz Teixeira
Forward Plan Ref:	EX4542

1 Purpose of the Report

- 1.1 To provide assurance that the priority areas in the [Council Strategy 2023-2027](#) are being managed effectively, and where performance has fallen below the expected level, present information on the remedial action taken and the impact of that action.

2 Recommendations

- 2.1 To note the progress made in delivering the Council Strategy Delivery Plan 2023-2027 priorities scheduled for this financial year.
- 2.2 To review those areas where performance is below target i.e., reporting as 'Red' or 'Amber', and note that the appropriate remedial action is in place.
- 2.3 To note that although the review of the measures by the Council had been approved by the time of reporting (deliberation on 15 May 2025), they are not applied to this report as the progress presented here predates said approval. The adopted changes will be reflected in the Q1 2025-2026 Performance Report whilst this presents results against the measures in place at the time of reporting.

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 Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:	x			Supports all priorities areas of the Council Strategy 2023-27.
Core Business:	x			
Data Impact:		X		
Consultation and Engagement:	The information provided for this report, has been signed off by the relevant Service Directors, Executive Directors and Portfolio Holders.			

4 Executive Summary

- 4.1 This paper provides updates on performance for this financial quarter on measures used to monitor the [Council Strategy Delivery Plan 2023-2027](#).
- 4.2 Alongside our targeted measures, we monitor other datasets which provide context and demand on our services themed by economy, social care and the environment.

- 4.3 This report covers the progress made during Q4 2024-2025 against the measures in place during that specific time frame. The changes approved by the Council on 15 May 2025 will start to be implemented in the reporting for Q1 2025-2026.
- 4.4 However it should be noted that a previous version of this report, erroneously applying the modifications approved by the Council was presented to Corporate Board on 10 June 2025. That is reflected in the version control section at the end of this report.

5 Supporting Information

Introduction

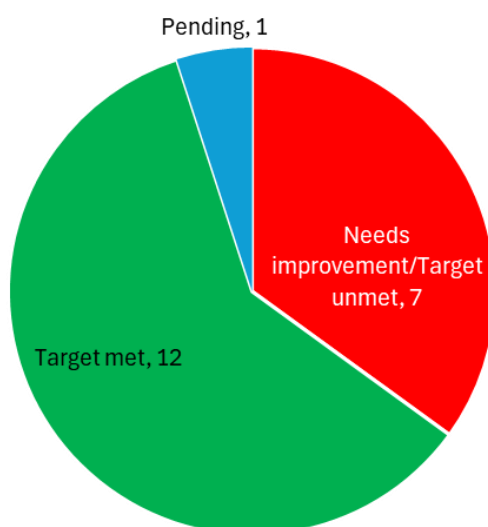
- 5.2 The Council Strategy 2023-27 was approved by Full Council in October 2023, and is a four-year strategy accompanied by a detailed Delivery Plan divided into the following five Priority Areas:

1. Services we are proud of
2. A fairer West Berkshire with opportunities for all
3. Tackling the climate and ecological emergency
4. A prosperous and resilient West Berkshire
5. Thriving communities with a strong local voice

5.3 Monitoring the achievement of our High Priority Measures

- 5.4 To monitor if we are achieving what we have set out to do, each Priority Area is monitored through a set of High Priority, and Business as Usual measures, which are reported quarterly.
- 5.5 High Priority measures are our key focus and will be monitored routinely each quarter, whereas Business as Usual measures are reported by exception, i.e. needs improvement (Red), not achieved by the deadline (Red), or is near target (Amber). Please note that a set of 12 areas of focus were approved at the [Full Council meeting on 15 May 2025](#), and in light of this the High Priority measures will be revised from Q1 2025/26 onwards.
- 5.6 Twelve of the High Priority measures indicate actions or outputs that have been successfully delivered, including activities that have been completed during the year. One measure, related to the development of the Newbury Masterplan is pending confirmation of the target date. Seven measures had a status of needs improvement (Red); one of which was completed, but after the target date and therefore still considered as "Red".
- 5.7 Chart 1. Year-to-date (YTD) progress of 20 High Priority measures. Due to service reporting deadlines, card 7 had displayed the information 'data unavailable' on previous quarterly reports. The data for 2024/25 has now been reported and a quarterly breakdown is provided in the commentary box below.
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Status of High Priority measures



5.8 The following cards show the progress of High Priority measures in each Priority Area.

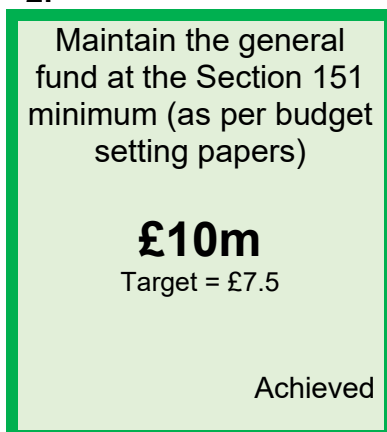


Services we are proud of

1.



2.



3.



Commentary on measures needing requirement or near target

1. No. of Council services/functions digitised and/or transformed:

An earlier than expected move of the apprentice business analysts to the Transformation department and two vacancies to permanent posts has reduced the resource available in

Commentary on measures needing requirement or near target

the team to work on digital transformation. As a result, the number of transformed services is lower than expected this year.



A fairer West Berkshire with opportunities for all

4.

CQC rating of at least Good for our Adult Social Care Service

Good

Last inspection May 2024

Achieved

5.

No. of children's social workers who have more than 18 cases allocated to them

19

Target = 0

Needs improvement

6.

No. of Children in Care aged under 16 placed in unregistered provision

3

Target = 0

Needs improvement

7.

No. of affordable homes completed and ready for occupation

185

Target = 150

Achieved

8.

Develop a strategy to bring back empty home into use

Complete

Target = 31 March 2025

Achieved

9.

Adopt a plan to close the attainment gap focussing on early years and deprivation

Not achieved

Target = 31 March 2025

Not achieved

Commentary on measures

5. No. of children's social workers who have more than 18 cases allocated to them:

Children's Services continues to review caseloads on a regular basis and where caseloads are high work is undertaken to address this. This is an improving picture, average caseloads over this last quarter have been between 19-22 in our safeguarding teams, Children in Care teams have stabilised at an average of 18 but our Children with Disability Team is higher and this is being addressed.

Council has invested in some additional Assistant Team Managers, this will enable better line of sight, improved support, advice and guidance to social workers to work and over

Commentary on measures

the next quarter another the two safeguarding teams will be split into 3 teams to make them small, improve the support and ensure those with higher caseloads all have a plan to reduce.

6. No. of Children in Care aged under 16 placed in unregistered provision:

Two of these children are in placements that have applied for registration with Ofsted and the children are placed in their best interests. Ofsted have been informed. The other child is placed with a parent and subject to a Court Order not to move them whilst a parenting assessment takes place.

7. No. of affordable homes completed and ready for occupation:

Our target of 150 affordable homes built and ready for occupation was surpassed, with the following number of homes delivered per quarter: Q1 = 80; Q2 = 25; Q3 = 19; and Q4 = 61, with an end of year total of 185 homes.

8. Develop a strategy to bring back empty home into use (31/03/25):

Executive Members have approved the implementation of the Empty Homes Policy and grant. Financial modelling and implications of the scheme commenced but were paused due to year end.

9. Adopt a plan to close the attainment gap focussing on early years and deprivation:

The Delivering Better Value programme established a range of actions to improve the outcomes for children and young people with additional needs, as well as delivering savings of circa £500k in 2024/25. These actions have now been further developed into a SEND action plan, and this is being implemented at a system-wide level across West Berks. Further data analysis of cohorts where there is a demonstrable attainment gap is being undertaken by Public Health colleagues, and this will be used to drive the ongoing development of Early Year and Early Help strategies. These will be co-produced with stakeholders including schools and parents and young people in line with the recently approved SEND strategy.



Tackling the Climate and ecological emergency

10.

Commence trial of
extended
pedestrianisation hours
Newbury Town Centre

Delayed

by end of March 2024

Target to be modified
See commentary

Commentary on measures needing requirement or near target

10. Commence trial of extended pedestrianisation hours Newbury Town Centre (31/03/24):

Measure presented as red as result had not been achieved by the target date set. However, it should be noted that this measure was among the ones reviewed by the Council on 15 May 2025, with its target date set to be amended to 31 May 2025 for Q1 reporting.

The Department for Transport (DfT) approved the application to trial extended pedestrianisation hours in Newbury Town Centre. That follows a pre-trial consultation between September and November 2024, where residents, businesses, and visitors shared their views on the proposal.

Starting on 19 May 2025, Newbury's pedestrianisation hours along Northbrook Street, Bridge Street, Bartholomew Street (north), Mansion House Street, Wharf Street, and Market Place were set to be extended until later in the evening from 10am to 11pm (currently 10am - 5pm) as a trial under an Experimental Traffic Regulation Order (ETRO).



A prosperous and resilient West Berkshire

11.

% of the principal road network (A roads) in need of repair

4%

Target = 4%
31 March 2025

Achieved

12.

% of non-principal road network (B and C roads) in need of repair

3%

Target = 4%
31 March 2025

Achieved

13.

% of permanent pothole and edge of road repairs completed within 28 days of the order date

87.2%

Target = 95.0%

Needs improvement
See commentary

14.

Adopt the West Berkshire Local Plan

On track

for 30 June 2025

Succeeding

15.

Develop and adopt a refreshed Newbury Masterplan delivery plan (tbc)

Pending confirmation

Target = tbc

Pending confirmation

Commentary on measures needing requirement or near target

13. % of permanent pothole and edge of road repairs completed within 28 days of the order date:

A change in depth to the investigatory level of a pothole, from 50mm to 40mm has resulted in an increase in the number of defects requiring repair through the winter season. This combined with a supply chain issue has inevitably resulted in some defects not being repaired within the 28 days. Supply chain issue to be raised at next Strategic Meeting with Volker Highways on 25 April 2025.

15. Develop and adopt a refreshed Newbury Masterplan delivery plan (tbc)

Commentary on measures needing requirement or near target

At the time of reporting there was not set target date. As part of the delivery plan review process, it is proposed that starting on Q1 2025-2026, periodical updates be provided on the progress of the projects which fall under the scope of the Masterplan.



Thriving Communities with a Strong Local Voice

16.

Set up a new fund in partnership with Greenham Trust for mental health support initiatives

Complete

by 30 October 2024

Achieved

17.

Refurbish Hungerford Leisure Centre

Complete

Target = 31 December 2024

Achieved but delayed
See commentary

18.

Refurbish Northcroft Leisure Centre

On track

for 30 June 2025

Succeeding

19.

Refurbish Kennet Leisure Centre, Thatcham

Complete

by 31 March 2025

Achieved

20.

Refresh the Playing Pitch Strategy

On track

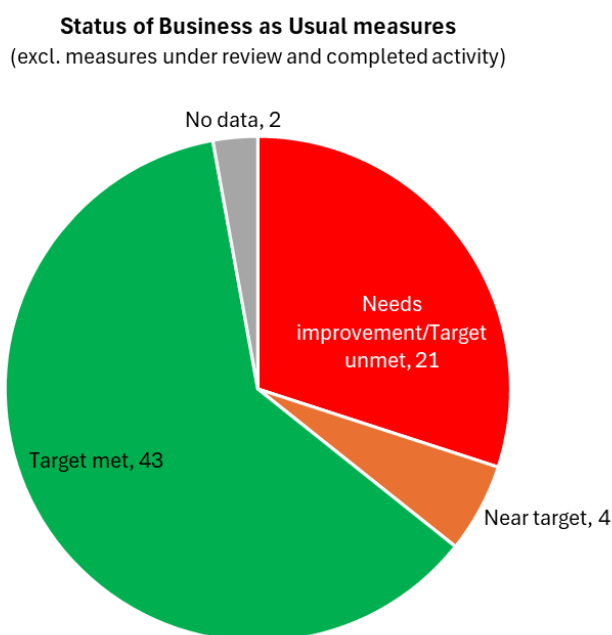
for 30 June 2025

Succeeding

Commentary on measures
<p>17. Refurbish Hungerford Leisure Centre (31/12/24):</p> <p>Completion was delayed by severe weather conditions, which meant that the modular unit could not be craned into position. This delay bridged the Christmas break and therefore was delayed by a further 2 weeks.</p> <p>The new exercise studio officially opened at Hungerford Leisure Centre on Saturday, 29 March 2025.</p> <p>19. Refurbish Kennet Leisure Centre, Thatcham (31/03/25)</p> <p>The original project scope has been completed, but further work has been identified within the existing budget.</p>

Business as Usual measures

- 5.9 The remaining measures are categorised as Business as Usual (BaU). In accordance with the methodology for performance reporting set by the council, these measures are reported by exception, i.e., only those measures categorised as needs improvement (Red), not achieved by the deadline (Red), or near target (Amber) are included in the body of this report. Measures that have been successfully met (Green), or for which data was not provided are included in Appendix A.
- 5.10 A list of all activities completed during the current strategy can be found in Appendix A.
- 5.11 The chart and tables below present the year to date (YTD) results for the BaU measures which are not under review or where activities have been completed.



5.12 Table 1: BaU measures rated as “Needs improvement” (Red) or “Target unmet” (Red).

BaU measures reporting as “Needs improvement” (Red) or “Target unmet” (Red)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
24	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	80%	100%	<p>Four out of the five regulated services are currently rated as Good. Birchwood remains rated as Requires Improvement, as it has not had a CQC inspection since its last one in March 2023.</p> <p>A new management team took over at Birchwood in December 2024 and has made encouraging progress in embedding change and improving quality. Partner agencies have noted positive changes within the home.</p> <p>Admissions are progressing at a slow but steady pace, and a plan is in place to ensure that admissions continue safely as the number of weekly admissions gradually increases.</p>
26	% of parents receiving support from the Early Response Hub reporting that their concerns had reduced	61%	65%	<p>This area has shown improvement, with a strong focus on gathering feedback to better inform practice and learning. Our Early Response Hub reliefs a key role in supporting families at an early stage, helping them make positive changes and reducing the need for statutory services.</p> <p>The upcoming Family Help Reforms will build on this progress by enabling support for more families at an earlier stage. A period of co-production and co-design will begin in April to support the development of a more robust early intervention offer.</p>
29	% of households where relief duty ended with secure accommodation for at least 6 months	47%	55%	<p>The target was missed due to an increased number of main housing duty decisions being made before households were able to secure alternative accommodation.</p>
36	% of repeat plans for children subject to a CP Plan for a second subsequent time (within 2 years)	28%	15%	<p>This area is reviewed regularly to better understand the reasons behind repeat child protection (CP) plans. We also specifically monitor repeat plans that occur within a two-year period, which this quarter accounted for approximately 21%.</p> <p>This measure includes all children who become subject to a CP plan for a second or subsequent time, regardless of the time elapsed since the previous plan. Reviews have not identified a consistent theme behind repeat plans; rather, they often result from risks re-emerging and changes not being sustained. Domestic abuse continues to be a recurring factor in these cases.</p>

BaU measures reporting as “Needs improvement” (Red) or “Target unmet” (Red)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
				To provide further context, over the past six months, 33 out of 110 children who became subject to a CP plan had previously been on one. The service continues to review these cases closely to reflect on previous decisions, assess practice, and identify any learning opportunities.
42	Increase in the number of shared lives carers (households) compared to Mar 2023	39	45	<p>Across 2024/25 we have had 6 Shared Lives (SL) carers leave the service for reasons such as retirement, bereavement and care duties to immediate family members.</p> <p>Since 1 April 2024, we have recruited two WBC carers and two Other Local Authority (OLA) carers, generating £53k in OLA income for 2024/25.</p> <p>Recruitment efforts are ongoing, with three additional WBC carers currently in the process of joining the service—and potentially up to five, pending application receipt. We will continue to actively promote Shared Lives throughout the year.</p>
43	No. of active fostering households (including family and friends)	83	93	<p>Fostering recruitment remains a key priority. We are fortunate to have a committed group of foster and kinship carers, and we continue to focus on expanding this essential part of our service.</p> <p>As a member of the Regional Fostering Hub, we have benefited from coordinated media campaigns aimed at raising public awareness. Locally, our Fostering Recruitment Lead has worked proactively to promote fostering opportunities, resulting in an increase in enquiries—though not all proceed to the assessment stage.</p> <p>To further support both recruitment and retention, we are currently reviewing and enhancing our foster carer offer.</p> <p>As of the end of March 2025, we have:</p> <ul style="list-style-type: none"> • 45 in-house foster carers • 38 kinship carers • No resignations recorded this quarter

BaU measures reporting as “Needs improvement” (Red) or “Target unmet” (Red)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
45	No. of Children in Care aged 16 and over placed in unregistered provision	1	0	<p>Children over the age of 16 placed in unregistered provision are reviewed fortnightly through the Access and Resource Panel. We continue to actively explore regulated placement options; however, due to limited availability and the complexity of needs—often linked to mental health—we have not yet been successful in securing suitable regulated providers. As a result, unregistered provision is used only as a last resort.</p> <p>All such placements are subject to rigorous due diligence to ensure the safety and well-being of the young people involved.</p> <p>Currently, one young person is in the process of moving to a regulated provision.</p>
62	% of all schools judged good or better by Ofsted in Leadership & Management and Quality of Education	91%	96%	<p>Current performance is influenced by six schools within the authority that have not yet achieved a 'Good' or better Ofsted rating. Despite this, our overall performance remains above the national average of 90% as of 31 August 2024.</p> <p>Park House Secondary and Lambourn Primary are scheduled for inspections within the next four months, and we are optimistic that both will achieve improved ratings. Should this occur, the proportion of schools in the authority rated 'Good' or better would rise to 95%.</p>
65	% of council light vehicle fleet that are ultra-low emission	48%	77%	<p>10 of 21 light fleet vehicles are electric (and 1 hybrid). Some replacement ULEVS are expected to be ordered in 2025; for other diesel/hybrid light fleet vehicles, we are awaiting finalisation of service plans and/or release of suitable electric models with required range/capacity before orders can be placed. In the meantime, 2 electric minibuses (larger fleet vehicles) added to fleet in 2024/25 and 1 arrived in early 2025/26.</p>
66	Go live with Grazeley solar farm (31/05/25)	Delayed (R)	31/05/25	<p>The Council continues to explore suitable options for appointing a supplier to install the solar scheme. More information will be available during the next reporting cycle.</p> <p><i>Note: target submitted to Council Review</i></p>
67	Update the Environment Strategy and Delivery Plan (31/12/24)	Completed Delayed (R)	31/12/24	<p>Following additional data collection and feedback from the Environment and Highways Portfolio Holder on the pathway to Net Zero, the Environment Strategy and Delivery Plan has been completed and is scheduled to go to the Executive on 22 May 2025.</p>

BaU measures reporting as “Needs improvement” (Red) or “Target unmet” (Red)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
69	No. of additional kWp installed for generating renewable energy	126	350	The award of a contract for installing solar pv on council buildings was delayed due to resource constraints. The contract was awarded in Q3 and work to deliver the contract started in Q4.
74	% of all suitable WBC public car parks with 20 or more spaces to have EV charging available	59%	100%	Charging points were installed at 5 car parks in 2024/25 (where previously had none): Church Street and Station Road in Hungerford; and Corn Exchange, Northbrook and Pelican Lane in Newbury. Works are in progress/development for 2 further sites in 2025/26.
76	% of Car Club vehicles that are electric	20%	25%	The % of EVs in the Car Club fleet is restricted by the availability of charging points. The only location currently with an EVCP is the Kennet Centre space. Enterprise can supply EVs once we have spaces with charging available. Next spaces to be targeted include Eight Bells and Station Road.
88	Adopt a Local Transport Plan (31/03/25)	Delayed (R)	31/03/25	The draft Local Transport Policy and associated documents are currently out for public consultation (start date: 09/04/2025, end date: 25/05/2025). After making any final amendments, it will be taken through the required governance boards to Full Council in July 2025.
95	No. of meetings with our rural cluster businesses to understand key needs and actions	0	1	The team has incorporated a Rural Business Forum and a Business Conference into the UKSPF/REPF delivery plan for 2025/26. Expected to be delivered in the context of the Local Government Reorganisation-related activities.
96	Pilot first Estate Plan (31/12/25)	Delayed (R)	On schedule (G)	No commentary provided by the time of reporting.
97	Hold a Local Business Conference to promote the district and create more jobs (31/12/24)	Delayed (R)	31/12/24	Although delayed, the conference is expected to be undertaken as part of the activities related to the Local Government Reorganisation programme.
98	Complete the first phase of works on Newbury Wharf (31/12/24)	Completed Delayed (R)	31/12/24	Completed with delay.

BaU measures reporting as “Needs improvement” (Red) or “Target unmet” (Red)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
119	No. of visits to West Berkshire sports and leisure centres	925,613	1 million	Based on the contract period from July 2023 to March 2024 compared with July 2024 (Q4), attendance has increased by 76,929.
124	% of weekly Activity for Health Programme class capacity being met (quarterly average)	61%	65%	<p>While the period target of 65.0% was not met, there has been a notable improvement from the previous performance of 47.4%. One of the key challenges during this period has been the ongoing redevelopment work, which is expected to continue until the end of June.</p> <p>As a result, the exercise referral sessions were temporarily relocated to the cricket club, a change that presented accessibility challenges for some participants. Despite this, overall class uptake is trending positively, indicating encouraging progress in engagement.</p>

5.13 Table 2: BaU measures rated as “Near target” (Amber)

BaU measures reporting as “Near target” (Amber)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
3	No. of people subscribed to WBC e-newsletters	73,258	76,000	<p>An exercise has been undertaken this year to clean-up the subscriber database to remove dormant accounts which are no longer subscribed to receive newsletters. This is likely because residents have chosen to unsubscribe from a newsletter without deleting the account. Although the result is a reduction in the number of subscribers, the data held in the system now better reflects engaged users who are receiving newsletters from the council. Prior to the deletion, accounts received a communication from the council about the proposed deletion and encouraging them to re-subscribe to topics that were of interest to them. The Communications team will continue to look for opportunities to encourage residents to sign up to newsletters offered by the Council.</p>
33	% of desired outcomes of a S42 safeguarding enquiry, expressed by the subject, ‘fully’ achieved	67%	68%	Just below target of 68%. Higher numbers ‘partially’ achieved.

BaU measures reporting as “Near target” (Amber)				
CSDP No.	Measure	Actual YTD	Target YTD	Comment
75	No. of new EV charging points installed on streets without off-street parking	38	40	<p>12 sites have been identified and are in the process of being installed and commissioned. Some local opposition to the sites has resulted in Member engaging with Officers to investigate alternative sites. Alternatives were not suitable on technical grounds.</p> <p>Progressing with the LEVI tender and assessing Tenders at present with a view to identifying a preferred Charge Point Operator in May that will help the delivery of on-street charge points for residents. With the new LEVI funded contract being Tendered, we were conscious of trying to deliver on-street charging infrastructure without taking prime sites out of the Tender as this could adversely affect the number of Tenderers and the number of charge points that they are willing to provide under this 20 year concession contract, hence total numbers for the year are slightly lower than the target. This shortfall will be overcome in the next Financial Year using the new concession Contract.</p>
79	% of household waste recycled, composted and reused	52%	53%	<p><i>Note: Q4 data is provisional and subject to change pending validation by DEFRA after the end of the quarter.</i></p> <p>A key factor contributing to the minor shortfall in performance was a drop in garden waste tonnage. In 2024/25, a total of 14,274 tonnes of garden waste was collected—approximately 4,000 tonnes less than in 2023/24.</p> <p>Garden waste volumes are highly dependent on weather and growing conditions. The summer of 2024 was the coolest since 2015, with August drier than usual, both of which contributed to reduced vegetation growth. In contrast, 2023/24 was the UK's fifth warmest year on record and one of England's wettest, resulting in significantly higher garden waste volumes.</p> <p>On a positive note, dry recyclable waste increased by approximately 5% compared to the previous year, indicating improved recycling engagement.</p>

- 5.14 Non-targeted **Influencer measures** were monitored to provide context to the work being carried out across council services. To view detailed information on our Influencer measures, refer to Appendix C.
- 5.15 Overall, the local **economy remained strong**. The unemployment and claimant rates continued their slight upward trend (reflecting [the national position](#)¹). Empty business rated properties increased by 14.9% on the same period last year.
- 5.16 The sale of parking tickets in WBC managed car parks increased by 10% on the same period last year. The number of valid planning applications received increased by 14% on the same period last year but was below the usual number for this period.
- 5.17 The **social care indicators**, for children's social care referral and enquiries, showed a continued sharp upward jump from quarter 3 to quarter 4. These children are a high priority and progressed in a timely manner to ensure they are safeguarded.
- 5.18 There was a notable fall in the number of first Time Entrants in the last reporting period to 79 per 100,000 this rate is below the regional (142) and national rates (160).
- 5.19 Requests for support on our Adult Social Care services increased by 14.7%. The number of households on the Housing Register remained. The number of households in temporary accommodation continued to increase (23% compared to the same quarter in 2023/24).
- 5.20 Within the **Environment** indicators, the number reported fly-tipping incidents continued to increase as it has done since March 2024.
- 5.21 **Corporate Health**: Staff turnover is on target at 13%. The average number of working days used for sickness absence is 10.1. In relation to the reasons for days being used, 3.4 were due to stress, depression and mental health sickness, out of which 0.8 were work related.

Proposals

- 5.22 To note the progress made in delivering the [Council Strategy Delivery Plan 2023-2027](#), maintaining a strong outcome for the majority of the measures, and remedial actions taken where performance is below target.
- 5.23 To note the action put in place to address under performance for measures rated Amber and Red.

6 Other options considered

None considered.

¹ Source: ONS. Important note: These are official statistics in development and the ONS advises caution when using the data. Ongoing challenges with response rates and levels mean that LFS-based labour market statistics will be badged as official statistics in development until further review.

7 Conclusion

- 7.1 This quarter's results show that good progress had been made towards the delivery of the measures under all five Council Strategy Priority Areas. Strong performance levels have been achieved as some of the initiatives listed in the Delivery Plan were completed and key services delivered to our district.
- 7.2 Action plans are in place to address performance for measures rated Amber and Red. Councillors are asked to note these actions and overall performance.

8 Appendices

- 8.1 Appendix A: Council Strategy 2023-2027 – BaU activities completed
- 8.2 Appendix B: BaU with “succeeding” or “on schedule” (Green) or “no data” status’
- 8.3 Appendix C: Influencer measures dashboard
- 8.4 Appendix D: Other achievements and news infographics

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: All wards

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