

1. Introduction

This document outlines the structure of the quarterly performance reports, which aims to enhance transparency and insight by introducing standardised measures that reflect both strategic goals and day-to-day core activities.

For all measures, the Performance Team will seek commentary from relevant services to provide context, especially regarding implementation challenges.

2. Council Strategy Delivery Measures (CSDMs)

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 (CSDP) 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

To monitor if we are achieving what we have set out to do in the Council Strategy, each Priority Area is monitored through a set of measures, which are reported on a quarterly basis. The measures are divided into the following categories:

- **High Priority:** is a subset of measures monitoring the 12 Areas of Focus, agreed at the Full Council meeting on 15 May 2025, and are included in the main report regardless of their RAG status.
- **Business as Usual:** are included in the main report by exception, i.e. Red (target missed by more than 5% / project completed more than 3 months past the target date), Amber (target missed by up to 5% / project completed up to 3 months past the target date), and then more fully in an Appendix.

In accordance with West Berkshire Council's performance monitoring methodology, the measures are classified using a RAG (Red, Amber and Green) status to indicate level of achievement, as shown below.

The table below reflects the key rule for performance RAG status, applied to quantified measures, but it is important to note that, if a measure has a date as

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target, the RAG status will be defined as described below, which adds nuance to previously binary (Red/Green) reporting:

Text	Symbol	
Red (R)	■	Target missed by more than 5%
Amber (A)	◆	Target missed by up to 5%
Green (G)	★	Target successfully met
No data	⌘	No data reported by the department
No data due	◎	No data due to be reported in this quarter
Baseline	≡	A non-targeted measure. Results are provided as a baseline for future monitoring.

Please note that for date-based targets, the Council updated its methodology to allow for an Amber status if delivery is delayed by up to three months.

Red (R)	Not completed, more than 3 months past target date
Amber (A)	Not completed, up to 3 months past target date
Green (G)	Completed by target date or target date not reached

3. Core Performance Indicators

The Core Performance Indicators, aim to provide a snapshot of service-level performance. They are standards for assessing overall performance and are linked to statutory obligations. Rather than linked to specific, time-bound, commitments expressed in the Council Strategy, they reflect the core, day-to-day activities of the different Departments and Services.

The Core Performance Indicators are categorised as Key Operational Performance Indicators (KOPIs) and Standard Performance Indicators (SPIs).

Core indicators are divided into:

- **Key Operational Performance Indicators (KOPIs):** a subset of a larger group of Operational Performance Indicators (OPIs), which are monitored at Department Level. Out of those larger sets of indicators, elected Members selected the ones deemed instrumental to the delivery of its Strategy and included them in its Delivery Plan. As is the case with Council Strategy Delivery Measures, Key Operational Performance Indicators (KOPIs) are classified using RAG status and reported by exception.
- **Standard Performance Indicators (SPI):** are performance indicators used industry-wide and adopted by official statistical organisations. They are regularly collected and submitted to government to fulfil statutory reporting requirements. The adoption of these standard indicators aims to enhance accountability and strengthen evidence-based decision-making by allowing for comparative assessment of the Council's performance vis-à-vis National averages and the results of statistical neighbours.

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A key benefit of adopting standard indicators is the ability to conduct comparative assessments of performance against:

- National averages
- Statistical neighbours
- Geographical neighbours

To support this, the report will include averages and means at the national level and from statistical neighbours, offering a more contextualised understanding of service performance.

4. Performance Reporting Structure

Performance Report Components	Types of measures	Source for measures		Contextual tools for enhanced understanding
Council Strategy Delivery Update	High Priority (HP) Measures	Council Strategy 2023-2027 and Delivery Plan	12 Areas of Focus	Results from Statistical neighbours
	Business-as-Usual (BaU) Measures		Other strategic goals not directly linked to the Areas of Focus	
Core Performance Indicators	Key Operational Performance Indicators (KOPIs)	Departments	Department Plans	National averages and means
	Standard Performance Indicators (SPI)	Relevant National Frameworks	MHCLG Outcomes Framework and Statutory Returns	

5. Contextual Tools for Enhanced Understanding

Measures of volume (MoVs) are non-targeted measures that are reported to either illustrate the demands on a department or provide context for and are organised by theme: Economy, People and Place.

6. Corporate Health

This section reports on a mix of targeted and non-targeted measures that shows e.g., the level of attendance at mandatory training courses and appraisals, but also sickness absence.