

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Q3 2025/26		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
1	Council Tax collected as a % of Council Tax due	98%	(148,000,702 / 151,935,700) 97.4%	28%	28.3% ★	56%	55.1% ◆	83%	81.9% ◆	<p>Performance against this KPI has been impacted by two principal factors during the reporting period.</p> <p>Firstly, staffing capacity pressures, particularly at senior level, have reduced the team's ability to focus on in year debt recovery. One senior FTE post remains vacant, which has limited strategic oversight, case progression, and escalation activity. As a result, operational staff have had reduced management capacity to drive recovery performance and prioritise higher value or more complex arrears cases.</p> <p>Secondly, the ongoing cost of living pressures continue to affect customers' ability to pay Council Tax, with a more pronounced impact during this quarter due to the Christmas period. Household budgeting priorities during this time typically shift towards essential living costs, leading to increased short term non payment, delayed instalments, and higher arrears levels. This seasonal effect has contributed to a temporary reduction in the in year collection rate but we are seeing continues trends with non-payment year on year.</p> <p>Temporary redistribution of senior responsibilities within the service to maintain operational oversight and ensure critical recovery decisions continue to be progressed.</p> <p>Targeted recovery activity focusing on higher value debts and cases where early intervention is most likely to prevent longer term arrears, particularly trying to focus on collection of in-year debts over prior years arrears.</p> <p>Continued active use of payment arrangements, including revised instalment plans, to support customers while maintaining income collection.</p> <p>Ongoing recruitment activity to fill the vacant senior post and restore full management capacity within the team.</p> <p>Collection performance is expected to improve over the coming quarters as seasonal pressures ease and customers return to more stable budgeting patterns following the Christmas period. The appointment of the vacant senior post will further strengthen recovery</p>

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2	Non domestic rates collected as a % of non domestic rates due	98%	(98,954,797 / 100,076,468) 98.9% ★	33%	33.4% ★	61%	59.6% ◆	87%	83.6% ◆	<p>Performance against this KPI has been impacted by two principal factors during the reporting period.</p> <p>Firstly, staffing capacity pressures, particularly at senior level, have reduced the team's ability to focus on in year debt recovery. One senior FTE post remains vacant, which has limited strategic oversight, case progression, and escalation activity. As a result, operational staff have had reduced management capacity to drive recovery performance and prioritise higher value or more complex arrears cases. Secondly, the ongoing cost of living pressures continue to affect businesses' ability to pay.</p> <p>Temporary redistribution of senior responsibilities within the service to maintain operational oversight and ensure critical recovery decisions continue to be progressed.</p> <p>Targeted recovery activity focusing on higher value debts and cases where early intervention is most likely to prevent longer term arrears, particularly trying to focus on collection of in-year debts over prior years arrears.</p> <p>Continued active use of payment arrangements, including revised instalment plans, to support customers while maintaining income collection.</p> <p>Ongoing recruitment activity to fill the vacant senior post and restore full management capacity within the team.</p> <p>Collection performance is expected to improve over the coming quarters. The appointment of the vacant senior post will further strengthen recovery performance by restoring full management capacity and enabling a renewed focus on in year debt recovery.</p> <p>The service expects to see a gradual recovery in collection rates, supported by targeted enforcement, sustained customer engagement, and improved operational resilience once we have the additional post filled. Performance is anticipated to move closer to target as these factors take effect.</p>
3	Maintain the general fund at the Section 151 minimum (as per budget setting papers)	£7.5m	£10m ★	-	Reports Q4 ◎	Reports Q4	Reports in Q4 ◎	Reports Q4	Reports Q4 ◎	Reports in Q4
4	Maintain at least a satisfactory level of litter, detritus and graffiti (YTD)	Satisfactory	Satisfactory ◆	Reports Q2, Q3 & Q4	Reports Q2, Q3 & Q4 ◎	Satisfactory	No survey completed ☹	Satisfactory	No survey completed ☹	Due to time pressures with new three weekly waste collection service being launched, no Q2 or Q3 survey was carried out. A survey is planned for Q4 only.
5	% of public questions at formal meetings responded to in writing within 5 w/days of the meeting	100%	(28 / 28) 100.0% ★	100%	100.0% ★	100%	100.0% ★	100%	100.0% ★	
6	% of petitions responded to within a maximum of 4 months	80%	(3 / 3) 100.0% ★	80%	100.0% ★	80%	100.0% ★	80%	83.3% ★	
7	% of total turnover in West Berkshire Council	14%	12.9% ★	13%	13.3% ◆	13%	14.7% ■	13%	14.2% ■	<p>Whilst there has been an increase in leavers and as such turnover for 2025/2026 to date, this is only just over the target and has reduced by 0.5 percentage points in the last quarter. At this stage it doesn't create a concern for the Council as justifications exist for the increase. There has been a lot of organisational change during 2025 to date and that includes restructures and TUPE transfers that has impacted the leaver numbers. There is also a higher percentage of employees who have chosen to retire which is possibly impacted by the current change programme. It is likely this trend will continue during the remainder of the year and the figure remaining higher than the target. As such, and whilst such large scale changes take place that impact on posts and employees, this is unlikely to be reduced by any proactive measures. Data continues to be monitored for trends and as such any possible mitigations considered.</p>

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8	% of repeat referrals to Children's Services within 12 months of a previous referral	22%	(329 / 1,504) ★ 21.9%	20%	22.1% ■	20%	19.8% ★	20%	21.1% ■	<p>YTD: 234 / 1,107</p> <p>Repeat referrals remain consistent at an acceptable 21% YTD, albeit above target.</p> <p>Repeats referrals are reviewed to consider any learning and this is improvement on previous years.</p> <p>We consider the development of Early Help and Family Hubs will in the future further support this area and reduce further repeat referrals as families will be able to access support earlier preventing a re-referral to statutory services.</p>
9	% of repeat plans for children subject to a Child Protection Plans for a second subsequent time (within 2 years)	15%	(205 / 726) ■ 28.2%	15%	21.4% ■	15%	28.9% ■	10%	19.1% ■	<p>YTD: 66 / 345</p> <p>Q3: 11.4%</p> <p>Repeats within 2 years 11%, repeats regardless of timeframe sits at 32%.</p> <p>A dip sample was completed to explore this on a wider scale and to consider any learning. WBC is following along the same trajectory as our Statistical neighbours and England. seeing a slight spike, but this is showing as reducing at this current time.</p> <p>Many repeat CP plans link to Domestic Abuse, either the non-abusive parent starting a new relationship where domestic abuse is a risk to the child/ren or insufficient levels of engagement by the abusive parent and insufficient threshold to escalate involvement into Court.</p> <p>A more in-depth audit is currently being undertaken on families where there have been multiple repeats of CP plan. Further review and understanding of the current cohort will enable a further review of resource, it is anticipating these remains to Domestic Abuse and we need to explore further support and intervention with DV.</p> <p>If a child is a significant risk of harm and this requires a repeat CP plan, then a repeat plan will be followed, at this time this area may not fall inline with the target due to current number, current repeats but it remains under review.</p>
10	% of Children in Care who've had 3 or more placements during the past year	12%	(18 / 189) ★ 9.5%	12%	11.5% ★	12%	9.2% ★	10%	8.1% ★	YTD: 17 / 209
11	% of our Care Leavers (aged 19-21) in employment, education, or training	60%	(69 / 105) ★ 65.7%	60%	63.0% ★	60%	61.3% ★	60%	62.9% ★	<p>YTD: 78 / 124</p> <p>This reflects the national picture for young people in EET. In addition, we have a high number of care leavers with extra needs, disability and who are young parents- all of which act as barriers to EET.</p> <p>Workers explore this with individuals regular, plans and support are reviewed and updated accordingly to improve this area. We have employed a further two personal advisers meaning high caseloads will reduce and more support can be given to help YP access EET. This figure remains good performance against statistical neighbours and national statistics.</p> <p>We aim for improved performance in this area but face many challenges with numbers of available college places and reduced apprenticeships.</p>

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12	No. of active fostering households (including family and friends)	93	87 ■	93	92 ◆	93	91 ◆	93	84 ■	<p>YTD: 84</p> <p>No carers resignations during this period. Kinship approvals will vary each quarter. Our foster care performance figures are consistently one of the best in the SE and nationally.</p> <ul style="list-style-type: none"> •70% of all children in care live in a family placement rising to 79% when excluding separated YP aged 16&17 •84% of children in a foster placement are placed with in-house carers •25% of all children in care are in a kinship placement compared to an average of 12% across SE •50% of children in foster care are in a kinship placement <p>The reduction is due to kinship fostering placements ending during the quarter with children achieving permanence outside of the care system either through a return home or through Special Guardianship Order. We continue to be active in recruiting new foster carers, with 6 currently going through training, the highest number we have had.</p> <p>SESLIP have undertaken a review of our recruitment activity, and we have an action plan in place to streamline and speed up the process to avoid losing any prospective carers.</p> <p>The West Berks 'offer' to foster carers is about to be reviewed to ensure we remain competitive and attractive to prospective carers.</p> <p>Being on or around the 93 target is good performance and we strive to reach this number. We hope to see this increase as we engage in stronger recruitment activity and streamlined assessments. NB: there is a shortage nationally in recruiting foster carers, and in comparison West Berkshire is strong in this area.</p>
13	No. of children's social workers allocated more than 18 cases	0	19 ■	0	24 ■	0	16 ■	0%	25 ■	<p>YTD: 25</p> <p>25 social workers have a case load above the target of 18, this equates to 25% of the social work workforce. Those with high caseloads, are our more experience social workers, and have support through their manager, their supervision and management oversight and guidance to support this. This can also be linked to larger sibling groups. Those on high caseloads are on an average of 22. This is a significant improvement to previous year when some were as high as 35.</p> <p>We continue to have a number of social workers on higher caseloads, and this continues to be reviewed, and addressed. Social Workers have regular supervision and support in place to ensure high caseloads are managed well. Managers meet weekly to review social workers caseloads and are aware of the volume of reports and evidence they need to complete ensuring timescales are being met.</p> <p>Due to current volume of work and cases in court, it is expected that we will continue to have a number of social workers on caseloads over 18, all social workers have support in place but at this stage it is unlikely to reduce over the next quarter.</p>

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14	No. of Children in Care aged under 16 placed in unregistered provision	0	3 ■	0	0 ★	0	3 ■	0%	2 ■	<p>YTD: 2</p> <p>This reduced to one child at the end of Q3 as one child moved to a registered placement within the quarter.</p> <p>The one young person in an unregistered placement is cared for in a long-term arrangement that meets his needs whilst we continue to search for a registered placement. This YP will be 16 in January 26. Unregistered is only used as a last resort and we have a number of safeguards in place to ensure the arrangement is strictly monitored.</p> <p>The addition of the brokerage team has demonstrated stronger engagement in the residential market and is leading to wider and better choices. The number of children in unregistered placements nationally is reducing month on month as registered providers respond to demand.</p> <p>We expect no child to be placed in an unregistered placement and work tirelessly to ensure this does not happen.</p>
15	CQC rating of at least "Good" for our Adult Social Care Service	Good	Good ★	Good	Good ★	Good	Good ★	Good	Good ★	
16	No. of Children in Care aged 16 and over placed in unregistered provision	0	1 ■	0%	1 ■	0	0 ★	0%	0 ★	
17	% of desired outcomes of a S42 safeguarding enquiry, expressed by the subject, 'fully' achieved	68%	(346 / 515) ◆ 67.2%	68%	66.7% ◆	68%	61.3% ■	68%	63.3% ■	<p>YTD: 200 / 316</p> <p>Proportion that have fully achieved their stated outcomes, has dropped as numbers that are reported as 'partially achieved' have increased. This remains a subjective view.</p> <p>Low numbers - only 4.8%, that have not met any stated outcomes.</p>
18	% of vulnerable adults supported through the Three Conversations Model - preventative level (Tier 1)	87%	(3,688 / 4,009) ★ 92.0%	87%	93.3% ★	87%	92.9% ★	87%	92.7% ★	
19	% of verified rough sleepers in West Berkshire offered accommodation when first identified	100%	No data ■	100%	100.0% ★	100%	100.0% ★	100%	100.0% ★	Q2 data amended.
20	No. of rough sleepers at the end of each quarter (maximum)	6	5 ★	6	7 ■	6	6 ★	600%	7 ■	<p>We engage with 100% of rough sleepers and offer them accommodation.</p> <p>The 7 rough sleepers identified are not entrenched long-term rough sleepers, and it is hoped our intervention will impact their lives positively. We continue to engage proactively through our outreach service.</p>
21	% of households where relief duty ended with secure accommodation for at least 6 months	55%	(208 / 440) ■ 47.3%	55%	38.7% ■	55%	50.3% ■	55%	50.7% ■	<p>YTD: 141 / 278</p> <p>Shortage of affordable housing resulting in reduced number of households being able to secure settled accommodation for at least 6 month. We are reviewing incentives to be offered to private landlords. Supporting households to become tenancy ready and working with registered providers to match suitable households to available properties.</p>

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22	Av. No. of days taken to make a full decision on new Housing Benefit claims	19	19.0 ◆	19	19.3 ◆	19	20.8 ■	1850%	20.28 ■	<p>The current target of 18.5 days is not being achieved due to a combination of operational and external factors. New Housing Benefit (HB) claims have become increasingly complex, and are now more frequently involve mixed working age and pension age households, temporary accommodation cases, changes in income patterns, and enhanced verification requirement all of which are complex and require additional staff processing times.</p> <p>In addition, the ongoing shift of the simpler caseload to Universal Credit has left Local Authorities with a disproportionately complex residual HB caseload. These claims typically require more detailed evidence gathering, third party verification and manual intervention, all of which extend processing times. In addition, due to a secondment post there was some periods in recent quarters when we have been running understaffed and when staffing levels have been restored (on a temporary basis) further training has been required to bring knowledge up to speed, particularly for more complex cases.</p> <p>Workflow refinements to ensure that evidence requests are issued promptly and follow ups are actively monitored to avoid delays outside council control, for example we carry out a “new claims Wednesday” where new claims are prioritised over changes in circumstances to ensure h fastest turnaround possible.</p> <p>Cross training of assessment staff to increase resilience where possible, the team is a small group of officers so when there are absences for holiday and or sickness this can have a detrimental effect on processing times overall, we do our best to avoid this and cover where it is possible.</p> <p>Ongoing engagement with DWP, ensuring local processes align with best practice and national guidance, as previously mentioned these actions have enabled the service to maintain consistently strong performance relative to other Local Authority Benefit departments, even where the KPI target itself has not been met.</p>
23	Ofsted rating of at least "Good" for our Children and Family Service	Good	Good ★	Good	Good ★	Good	Good ★	Good	Good ★	
24	% of S42 safeguarding enquiries where a risk was identified and that risk was reduced/removed	90%	(1,400 / 1,450) ★ 96.6%	90%	93.5% ★	90%	92.3% ★	90%	94.4% ★	YTD: 334 / 354
25	Increase in the number of shared lives carers (households) compared to Mar 2023 supporting West Berkshire residents	45	39 ■	35	34 ◆	38	35 ■	42	35 ■	As with previous quarters, recruitment of Shared Lives households has been offset against those households that have left the service. Carer numbers have increased, however these are individuals rather than households (for example the number of support carers for one client (household) has increased by 4. Shared Lives continues to undertake advertising and actions relating to the promotion of shared lives as a model of care, they work closely with the foster team and attend regular shows and activities to try to drive recruitment. The cost of living is having some impact upon adult children leaving home, which historically would free up room for shared lives to be an option.
26	% of 'Major' planning applications determined within time	66%	(54 / 57) ★ 94.7%	66%	85.7% ★	66%	89.2% ★	66%	88.9% ★	YTD: 40 / 45
27	% of 'Non-Major' planning applications determined within time	77%	(811 / 947) ★ 85.6%	77%	85.5% ★	77%	88.8% ★	77%	90.3% ★	YTD: 612 / 678
28	% of pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	67%	67% ★	-	⊙	67%	72.1% ★		⊙	Reported annually in Q2 for the 2024/25 Academic Year = 72.1% (Green)
29	Average attainment 8 score (KS4)	54	n/a ■	-	Academic Year reports Q3 ⊙	54	47.9 ■	-	⊙	Reported annually in Q2 for the 2024/25 Academic Year = 47.9 (Red) DfE published data. Although our target has not been met, WBC are still performing better than the national average, placing us in the 2nd quartile nationally.

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30	Average Progress 8 score per pupil (KS4)	10%	n/a ★	-	Academic Year reports Q3 ◎	0.00	0 ◎	-	◎	Data not required DfE will not publish progress measures for 2024/25 or 2025/26 as KS4 pupils in these years did not have KS2 assessments due to the COVID-19 pandemic.
31	% achieving the national standard for reading, writing and maths combined (KS2)	60%	55% ■	-	Academic Year reports Q2 ◎	60%	57.1% ◆	-	◎	Reported annually in Q2 for the 2024/25 Academic Year = 57.1% (Amber) West Berkshire is in the 89th percentile for attainment at KS2 which means the percentage of pupils leaving primary school at the expected standard in reading, writing and maths is significantly lower (-5.5%) than the national average. This is in the context of 78.2% of pupils obtaining phonics, which is also notably lower than national, and in the 69th percentile (dropping to the 99th percentile for disadvantaged pupils). Therefore, attainment across both KS1 and KS2 is low. The current West Berkshire school improvement model provides support to only those schools who choose to, and can afford to buy back the service, which means a lot of schools are currently not receiving any school improvement support, and/or any challenge from the local authority. A new Principal Advisor for School Effectiveness has been appointed and is working to intervene in the poorest performing schools, and is looking to reshape how this service works, to ensure the pupils and the schools that need it most, get the most support.
32	% of disadvantaged pupils achieving national standard for reading, writing and maths combined (KS2)	44%	25.3% ■	-	Academic Year reports Q2 ◎	44%	33.2% ■	-	◎	Reported annually in Q2 for the 2024/25 Academic Year = 33.2% (Red) This is compared to a national average of 47.8% of pupils gaining expected standard in reading, writing and maths – which is a significant 14+% gap and places West Berkshire in the 100th percentile (bottom). The current West Berkshire school improvement model provides support to only those schools who choose to, and can afford to buy back the service, which means a lot of schools are currently not receiving any school improvement support, and/or any challenge from the local authority. A new Principal Advisor for School Effectiveness has been appointed and is working to intervene in the poorest performing schools, and is looking to reshape how this service works, to ensure the pupils and the schools that need it most, get the most support.
33	Average attainment 8 scores for disadvantaged pupils (KS4)	35	n/a ■	-	Academic Year reports Q4 ◎	35	29.3 ■	Academic Year reports Q4	Academic Year reports Q4 ◎	DfE published data for the 2024/25 Academic Year should be available in the Spring term
34	% of household waste recycled, composted and reused	53%	(38,309 / 73,000) 52.5% ◆	55%	55.4% ★	55%	55.0% ★	55%	55.0% ★	YTD: 29,505 / 53,609 Qrt 2 data has been updated. Qrt 3 data is provisional. All results are subject to change once validated by DEFRA after Qrt 4.
35	No. of residents engaged in WBC funded life-long learning	800	n/a ★	-	Academic Year reports Q2 ◎	800	812 ★		◎	Reported annually in Q2 for the 2024/25 Academic Year = 812 (Green) Reported for Academic Year 2024/25
36	% of the principal road network (A roads) in need of repair	4%	4% ★	Reports Q4	Reports Q4 ◎	Reports Q4	Reports Q4 ◎	Reports Q4	Reports Q4 ◎	
37	% of non-principal road network (B and C roads) in need of repair	4%	3% ★	Reports Q4	Reports Q4 ◎	Reports Q4	Reports Q4 ◎	Reports Q4	Reports Q4 ◎	
38	% of the unclassified road network in need of repair	6%	3% ★	Reports Q4	Reports Q4 ◎	Reports Q4	Reports Q4 ◎	Reports Q4	Reports Q4 ◎	
39	% of Children in Care Reviews where the young person contributed to their review (aged 6+)	n/a	New for 2025/26 (7 / 7) 100.0% ★	90%	93.3% ★	90%	88.6% ◆	90%	97.4% ★	YTD: 74 / 76
40	% of parish/town councils requesting support to develop Neighbourhood Development Plans assisted	100%	(7 / 7) 100.0% ★	100%	100.0% ★	100%	100.0% ★	100%	100.0% ★	YTD: 4 / 4
41	% of newly built playgrounds that have disabled access equipment installed	100%	No new playgrounds built ★	100%	0 ★	100%	★	100%	★	No new playgrounds built this quarter.

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42	No. of visits to West Berkshire sports and leisure centres	1,000,000	878,989 ■	250,000	237,612 ◆	525,000	512,827 ◆	750,000	739,947 ◆	Increased from 187,400 (2024) to 227,120 (2025) (+21%) - quarter v quarter - and exceeding target. This continues to reflect the increase in usage from the development at Northcroft and Kennet. Year-to-date is affected by the Northcroft refurbishment and by inaccuracies in attendance tracking data in Q1 which has now been resolved. Year end result may be close to target but will continue to be affected by the Q1 issues.