

Andy Sharp/Pete Campbell			Children and Family Service				Q4 2019/20	RED
Indicator Ref: CBacfs13			% 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)				Type: %snapshot	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★(G)	■(R)	★(G)	★(G)	★(G)	■(R)	≥95%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	(138/147) 93.9%	(164/173) 94.8%	(157/165) 95.2%	(175/177) 98.9%	(172/177) 97.2%	(145/158) 91.8%		
<p><b>REASON FOR RED:</b></p> <p>This target is ambitious, but was met for the most part of the year. The disruption due to COVID19 in March made some statutory visits impossible to achieve. 'Visits' were undertaken by phone/video, but could not be counted as meeting statutory standards. The Department of Education are aware of this challenge.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> None</p> <p><b>FINANCIAL IMPLICATIONS:</b> None</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> None</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> None</p>								

Andy Sharp / Paul Coe			Adult Social Care				Q4 2019/20	RED
Indicator Ref: CBgasc2			% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"				Type:% Snapshot	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★(G)	■(R)	■(R)	■(R)	■(R)	■(R)	100%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	5/5 100%	5/6 83.3%	5/6 83.3%	5/6 83.3%	4/6 66.7%	4/6 66.7%		

**REASON FOR RED:**

Birchwood Nursing was re-inspected in July 2019 and achieved an overall rating of Requires Improvement (RI); published in September 2019. There were improvements within the 5 domains and 2 achieved a rating of Good, but this was not within the domain of 'Safe'.

Walnut Close was inspected in September with a published report in November 2020. The Home achieved a rating of RI overall and in all domains with the exception of Caring. One issue for Walnut, causing breaches in regulation leading to an RI rating, related to the fabric of the building and internal maintenance which was deemed to be poor.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:**

An external consultant was commissioned to review environment and practice in Birchwood and work directly with the home on specific areas of activity to improve the rating for 2020. This work began towards the end of 2019 and will continue through 2020. Further action plans have been developed and implemented.

Similarities in practice apply across all our homes and it is reasonable to assume all will benefit from actions drawn from this work.

Positively; Willows Edge has recently been inspected (Feb 2020) and the overall outcome achieved was good in all 5 areas. It is clear that some of the recent work is having a positive impact.

Recent focus has been on adapting to and supporting the Coronavirus Pandemic.

**FINANCIAL IMPLICATIONS:** There are no embargoes in place. All Homes are open for business.

**SERVICE PLAN UPDATES REQUIRED:** None, as this is already incorporated in the ASC Service Plan and monitored through the Council Delivery Plan.

**STRATEGIC ACTIONS REQUIRED:** None

Andy Sharp/Pete Campbell			Children and Family Service				Q4 2019/20	RED
Indicator Ref: PC1cfs4			% of repeat referrals to Children's Services within 12 months of a previous referral				Type: %+	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★(G)	■(R)	◆(A)	◆(A)	■(R)	■(R)	≤20%	Lower is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	(320/1,622) 19.7%	(360/1,727) 20.8%	(97/371) 26.1%	(225/828) 27.2%	(316/1,204) 26.2%	(437/1,636) 26.7%		

**REASON FOR RED:**

This has proved a stubborn measure to reduce. An audit was completed and identified some recording practices that led to incorrect counting. For example, Early Response cases were being counted in the re-referral rates. These are not statutory children in need and so (in line with other local authorities) these will be removed from the count from 1<sup>st</sup> April. This will impact positively on re-referral rates. What we can assure is that referrers are not reporting to us or the safeguarding partnership that referrals are being 'blocked' by the teams, nor are they having to make repeated referrals to be heard.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS.**

An independent audit (external to the team) has been commissioned in April 2020.

**FINANCIAL IMPLICATIONS:**

There are no direct financial implications but there is obviously a hidden cost associated with the increased workload at the front door. For this reason, performance against this indicator needs to remain under review.

**SERVICE PLAN UPDATES REQUIRED:**

None

**STRATEGIC ACTIONS REQUIRED:**

None over and above those already mentioned above.

Andy Sharp / Ian Pearson			Education Service				Q4 2019/20	RED
Indicator Ref: PC2es32			% of pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)				Type: Snapshot	
Executive	2016/17 Year End	2017/18 Year End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		■(R)				■(R)	Third Quartile	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	3 <sup>rd</sup> Qtile Ranked 99/152 (53%)	4 <sup>th</sup> Qtile Ranked 150/152 (43%)	-	-	-	4 <sup>th</sup> Quartile Ranked 150/151 (41%)		
<b>REASON FOR RED:</b>								
<p>The gap between the free school meals pupils and all other pupils remains a challenge over time and the approach used has relied on engagement from schools. The team has offered support sessions to targeted schools and provided advice and guidance on best practice and the use of pupil premium funding to support children. For some children and some schools this approach has had an impact. However, this has not had the impact needed overall, analysis of the data indicates that this small be significant group are hard to reach as the numbers in an individual school are small. The schools who engage best with the support offered are those with relatively more children in their schools but this rarely reaches a group of children in double figures. A complete rethink is needed.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<p>After a careful review of previous plans it was decided that in order to have a tangible impact on outcomes at the end of Foundation Stage action needs to take place much earlier in the educational journey of a child. Evidence from the successful Flying Start pilot indicated that intervention with the family made a huge difference on entry to school and at the end of Foundation Stage.</p>								
<p>Data clearly shows that outcomes for FSM (Free School Meal) children and children who were funded 2 year olds are significantly below others at the end of EYFS (Early Years Foundation Stage) in West Berkshire. Last year, 43.5% FSM children achieved a Good Level of</p>								

Development compared with 76% non FSM children. This is a gap of 32.5%. Also 51.2% who previously received 2 year old funding achieved a Good Level of Development compared with 77.4%. This is a gap of 26.2%. These vulnerable groups are often the children who enter settings/schools with a very low base line.

In comparison the families working with Flying Start (previously funded 2 year olds) 66.6% of children in West Berkshire achieved a Good Level of Development in July 2019.

A comprehensive plan has been developed: Integrated Early Years Strategy for School Readiness, which provides detail of work to ensure; Ready Children, Ready Families and Ready Schools.

This plan takes the approach that if we are going to make an impact for very young children we need to engage with the child but also those who have an influence over the lived experience of the child. With this at the core a comprehensive plan has been designed which works in three ways:

### **Ready Families**

We will do this through;

- Early Help collaborative work with Children & Family Services:
  - My Family Plan
  - Early Response Hub
- Family Hubs:
  - Post and antenatal work
  - Collaborative work with midwifery and health visiting
  - Boost
  - Incredible Years
  - Thrive
  - School Readiness
- Flying Start:
  - Thatcham
  - Calcot
  - Newbury
  - School programme development
  - Universal Twilight sessions – Flying Start Essentials
- Parent Engagement
  - Instagram – Tiny Happy People
  - Facebook – Family Hub engagement

- Parent Awareness Raising Sessions
- Parent Workshops to enrich home learning

### **Ready Children**

We will do this by;

- Dolly Parton Imagination Library book gifts
  - All vulnerable 2 year olds
  - Key postcodes across West Berkshire
  - All 3 year olds in maintained nursery classes and schools.
- Collaborative work with the Library Service
  - Book Start support for the reception text
  - Toy Library
  - Collaborative sessions
  - Summer Reading Challenge

### **Ready Schools and Settings**

We will do this by;

- Quality Professional Development for Early Years Providers
  - Speech and Language (ECaT)
  - Two Year Olds
  - Linked Health Visitors with good links to providers supporting vulnerable 2 year olds.
  - SEND early identification and support
  - Learning Together
  - Early Years Subscription
  - Targeted Training for Nursery Classes
- EYFS Twilights with a focus on disadvantaged groups
  - Oracy
  - Reading
  - Writing
- Individual School visits focusing on free school meals
  - Tailored visit for schools with 5 or more FSM children
  - Action plan
  - Support resources
- Leadership of Foundation Stage

- Head Teacher Session
- Foundation Lead
- Strengthening Transition
  - Parent sessions
  - School and setting liaison
  - Transition Forum (document)

**COVID update on plans:**

The main measure of impact has been the end of Foundations Stage Profile outcomes. This assessment measure is not going to take place this year due to COVID so it is going to be necessary to consider local data collections.

Some of the planned work has begun and there is a real willingness to find ways to continue to develop plans in the light of the changes due to COVID. This will include digital solutions; Family Hubs are very successfully delivering their parenting programme via zoom and there is some indication that for some individuals and groups the engagement is more consistent when using this method of engagement. During the lockdown and while schools and settings have had reduced numbers of children there has been a clear focus on supporting differentiation for vulnerable children.

Work to support children particularly the engagement with on-line resources for reading and phonics has been a priority. There has also been the development of a collaborative piece of work with Lincolnshire LA developing support materials for families accessing the Dolly Parton Imagination Library.

**FINANCIAL IMPLICATIONS:** None already planned for as part of service planning.

**SERVICE PLAN UPDATES REQUIRED:** None

**STRATEGIC ACTIONS REQUIRED:** None

Andy Sharp / Ian Pearson			Education Service				Q4 2019/20	RED
Indicator Ref: PC2es51			Average attainment 8 score for pupils eligible for Free School Meal (FSM) (KS4)				Type: Annual	
Executive	2016/17 Year End	2017/18 Year End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		■(R)				■(R)		
Qrtly outturn	-	-	-	-	-	-	Rank higher than 91/152	Higher is better
YTD outturn	Rank 86/152 (33.2 points) 3 <sup>rd</sup> Qtile	Rank 94/152 (32.5 points) 3 <sup>rd</sup> Qtile	-	-	-	Rank 125/151 (31.5 points) 4 <sup>th</sup> Qtile		

**REASON FOR RED:** Attainment 8 and Progress 8 measures (the average attainment and progress over 8 subjects) are used to compare schools, but they still mean little to an individual pupil or to an employer. In 2019, 40.5% of our Disadvantaged pupils achieve 4+ in English and Maths.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:** We have developed good relationships with our partner academy secondary schools this year. We will continue our work with Secondary Leads and Headteachers to make this group of children visible to them.

We are promoting strategies that acknowledge the adverse life experiences for students and the impact this makes on their day to day learning. Mental Health First Aiders and Trauma Informed School Training sessions are being promoted to schools. Leaders acknowledge that more needs to be done for students who need support.

We are also working with Secondary leads to emphasise the importance of the wider curriculum. The New Ofsted Framework requires all disadvantaged pupils to have a highly ambitious curriculum. Schools will be judged on outcomes in other subjects at their next inspection.

**FINANCIAL IMPLICATIONS:** We are advising schools how best to use their pp budgets, investing in strategies suggested by the education endowment fund. In September 2020 we will also divert funds to appoint a specific pp lead for secondary schools.

**SERVICE PLAN UPDATES REQUIRED:** We will need to revise our current service plan to reflect the situation caused by the closure of schools and the anticipated lengthy time secondary schools will need to provide a 'blended learning' approach.

**STRATEGIC ACTIONS REQUIRED:** We will be identifying schools who fall well below the National average and providing bespoke work with a new Secondary PP lead. Secondary networks are continuing the next academic year and these will also provide some support to schools. We will plan a more targeted approach with a support offer to schools whose attainment score is below the National Average.



Andy Sharp / Ian Pearson			Education Service				Q4 2019/20	RED
Indicator Ref: PC2es31			% achieving the national standard for reading, writing and maths combined (KS2)				Type: Annual	
Executive	2016/17 Year End	2017/18 Year End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		■(R)				■(R)	Top 25%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	62% 2nd Qtile Rank 65/152	Top 75% (64%) 3rd Qtile Rank 85/152	-	-	-	Top 75% (64.0%) 3rd Qtile Rank 95/151)		
<p><b>REASON FOR RED:</b> The 2019 result was 64% compared to 63.6% in 2018. This result is a combination of Reading Writing and Mathematics. The reason there has not been more improvement is because our Mathematics results still lag behind Reading and Writing. Mathematics has seen a 3.5 percentage point improvement for West Berkshire pupils at the expected level and a 2.4 percentage point increase for those pupils working beyond expected levels in 2019. However, there is more work to do to see an impact on the combined result.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> A new Mathematics Adviser was appointed from September 2019. This leader also works as an adviser for the regional mathematics Hub. West Berkshire has been awarded the lead for a mathematics Hub by the Department for Education last autumn. This will impact on the ability to provide high quality intervention and training to schools in West Berkshire. The Mathematics lead is also involved in the ‘securing good outcomes for all,’ project specifically targeting disadvantaged pupils. We have focused our core support on schools where the Mathematics data is below National Average figures.</p> <p><b>FINANCIAL IMPLICATIONS:</b> We have redirected our resources to create a specialist maths adviser post</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> ‘Every school securing Good and better outcomes for all pupils’ is the plan for raising attainment for Disadvantaged and all pupils. The Maths element of this work is contained in this plan.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> Schools were closed to pupils on Friday 20<sup>th</sup> March until Monday 1<sup>st</sup> June. This has severely impacted the Mathematics recovery plan. No testing took place in June 2020. Our strategy to recover learning is evolving and will require us to revise our implementation plan to include digital delivery and more remote scrutiny.</p>								

John Ashworth / Gary Lugg			Development and Planning				Q4 2019/20	RED
Indicator Ref: GP1dp21			Produce the infrastructure delivery plan				Type: text	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			◆(A)	■(R)	★(G)	■(R)	September 2020	-
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	-	-	Behind schedule	Behind schedule	On track	Behind schedule		
<b>REASON FOR RED:</b>								
The Infrastructure Delivery Plan that covers the period to 2036 to tie in with the Local Plan Roll-Forward (LPR) can't be produced until we know the number of houses we're planning to build. Target will be reviewed as part of the 2020/21 service planning process.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
The infrastructure plan cannot be developed further until the Council decides on a housing number as part of the LPR.								
<b>FINANCIAL IMPLICATIONS:</b>								
None								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
The Infrastructure Delivery Plan should be brought into line with the Local Plan Review for next year.								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
The Infrastructure Delivery Plan should be brought into line with the Local Plan Review for next year.								

Joseph Holmes / Kevin Griffin			Customer Services and ICT				Q4 2019/20	AMBER
Indicator Ref: GP1csict3			Number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above				Type: snapshot	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★(G)	■(R)	◆(A)	■(R)	★(G)	◆(A)	72,897 (99.7%) Sept 2020	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	67,763 (92.7%)	70,689 (96.7%) (P)	70,190 (96.02%)	70,296 (96.17%)	70,622 (96.69%)	71,032 (97.16%)		
<b>REASON FOR RED:</b>								
Due to COVID-19, the deadline has slipped from April to Sept 2020 for all fluid works. People will receive broadband later than expected. The majority of the West Berkshire build is complete. However due to Covid-19 and waiting on wayleaves a small percentage as still to be built, however we will continue to pursue rather than descope.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
Gigaclear are recruiting new gangs to replace those that are self-isolating and are continuing to build.								
<b>FINANCIAL IMPLICATIONS:</b>								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
The new deadline will be included in the 2020/21 Service Plan								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
None								

John Ashworth / Paul Anstey			Public Protection and Culture				Q4 2019/20	RED
Indicator Ref: GP1ppc11			Produce and adopt new ten year West Berkshire Cultural Heritage Strategy				Type: Project	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	★(G)	★(G)	■(R)	■(R)	April 2020	n/a
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	-	-	On track	On track	Behind schedule	Behind schedule		
<b>REASON FOR RED:</b>								
<p>Due to the COVID-19 pandemic it has been decided to postpone the public consultation on the draft strategy until September 2020, when the public and stakeholders are more likely to be receptive to participating, and we have more information from Government about the likely long-term impacts for the culture and heritage sector.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<p>The draft strategy will be updated to include the latest information about the impacts of COVID-19 for the sector, for example, the strategy has objectives to improve health and well-being, and to increase inward investment and improve resilience and sustainability of arts organisations in the district. Clearly those will become even more important.</p>								
<b>FINANCIAL IMPLICATIONS:</b>								
None								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
<p>The target will be reviewed as part of the 2020/21 service planning process. However, it is proposed to go out for public consultation in September 2020, for final approval in December 2020.</p>								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
<p>The Cultural Heritage Project Board will monitor and update the development of the strategy.</p>								