

# Council Strategy Delivery Plan 2023 – 2027

September 2023



**Appendix A. Council Strategy 2023-2027 Delivery Plan - Measures by Priority Area, Goal and Outcome - v 27 Sep 2023**

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
1	<b>PRIORITY AREA: 1. Services We Are Proud of</b>							
2	<b>Goal: 1.A. Ensure West Berkshire Council offers good customer service to our residents and businesses</b>							
3	<b>OUTCOME: 1.1 Good quality public services for all (compared to similar local authorities in England)</b>							
4	% of residents satisfied with the way WBC runs things as reported in the Biennial Residents' Survey	63.91% (2021 survey)	Biennial survey (odd years)	improve from previous survey		improve from previous survey		National survey average 56% (Oct 2021)
5	Total revenue budget variance compared to net budget set			<£1 million	<£1 million	<£1 million	<£1 million	
6	<b>OUTCOME: 1.2 Continually improving customer experience and enable digital access option to services for the residents that want and can access them</b>							
7	Number of Council services/functions digitised			40	TBC	TBC	TBC	Targets for subsequent years established annually.
8	<b>OUTCOME: 1.3 Increase the reach of Council communications to residents and explore new channels to better engage</b>							
9	No. of people subscribed to WBC e-newsletters via GovDelivery	76,255	New in 23/24	76,255	at least the Mar 24 level	at least the Mar 25 level	at least the Mar 26 level	
10	<b>OUTCOME: 1.4 Awareness of our strengths and areas where we need to improve based on peer review</b>							
11	Complete a Local Government Association Peer review			Mar-24				
12	<b>OUTCOME: 1.5 Strong budgetary control, use of resources and initiatives to maximise financial efficiency</b>							
13	Council Tax collected as a % of Council Tax due	97.7%	98.8%	98.8%	98.8%	98.8%	98.8%	The Council Tax collection will be very challenging considering the recovery from COVID and the cost of living crisis.
14	Non domestic rates collected as a % of non domestic rates due	99.0%	98%	98%	98%	98%	98%	Targets below last year's actual due to the challenging economic climate.
15	Maintain the general fund at the Section 151 minimum (as per budget setting papers)	New in 23/24	New in 23/24	7,000,000	7,500,000	8,000,000	8,500,000	Annual value for 31 March each year (reported at Q1 and refers the result for the subsequent financial year)
16	Investment and borrowing strategy refreshed to include consideration the social, environmental and ethical impact of West Berkshire Council investments	New in 23/24	New in 23/24	Mar-24	Mar-25	Mar-26	Mar-27	Strategy refreshed annually.

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
17	OUTCOME: 1.6 Maintain cleanliness of our streets and other public spaces							
18	Maintain at least a Satisfactory level of litter, detritus and graffiti (YTD)	3 (Satisfactory)	4 (Good)	3 (Satisfactory)	3 (Satisfactory)	3 (Satisfactory)	3 (Satisfactory)	It has been challenging to achieve the 'Good' target in recent years. Among key factors impacting performance were increased demand and resource re-allocation due to Covid.
19	Goal: 1.B. Transform the way the Council works to deliver operational excellence							
20	OUTCOME: 1.7 The Council continues to deliver our statutory services to our residents and businesses in the face of economic uncertainty and increasing demand, by transforming the ways of working and the infrastructure of the Council to achieve operational excellence							
21	Develop and publish our Transformation Plan			Dec-23				The Transformation Plan will focus on the following six priority areas: - Business Support Review - Strategic Asset and Locality Service Delivery Model Review - Place Service Improvement Plan - Corporate Review of Recruitment - Review of Care Home Provision - Review of Home to School Transport
22	OUTCOME: 1.9 Renew the Vision for West Berkshire							
23	Approve a renewed Vision for West Berkshire					Dec-25		
24	Goal: 1.C. Treat our residents with respect, be transparent in our decision making and accountable for our actions							
25	OUTCOME: 1.10 Residents more engaged through more decision making processes about the services that impact them							
26	% of residents reporting they can influence decision making (from the Biennial Residents' Survey)	19.7% (2021 survey)	Biennial survey (odd years)	improve from previous survey		improve from previous survey		National survey results not available for this question
27	Scrutiny Committee chaired by an opposition Councillor	New in 23/24	New in 23/24	Completed	Completed	Completed	Completed	
28	% of all Executive Committee's decisions at public meetings made completely in private (part II)	New in 23/24	New in 23/24	1%	1%	1%	1%	
29	Hold Advisory Group Open forums	New in 23/24	New in 23/24	Reporting starts in 2024/25	4	4	4	Target: One per quarter
30	OUTCOME: 1.11 Residents are more aware of the Council's services and how well we are performing							
31	Produce and adopt a Council Strategy Delivery Plan to be reviewed annually	4 yearly	4 yearly	Q2	Q1	Q1	Q1	

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32	Pilot the re-introduction of Neighbourhood Notification Letters for planning applications	New in 23/24	New in 23/24	Dec-23				
33	OUTCOME: 1.12 Our residents and partners feel they are treated with respect							
34	% of public questions at formal meetings responded to in writing within 5 working days of the meeting	new in 23/24	new in 23/24	100%	100%	100%	100%	
35	% of petitions responded to within a maximum of 4 months	new in 23/24	new in 23/24	80%	80%	80%	80%	
36	Review the Community Infrastructure Levy customer journey	New in 23/24	New in 23/24		Dec-24			
37	Goal: 1.D. Make West Berkshire Council an employer of choice							
38	OUTCOME: 1.13 West Berkshire Council is an employer of choice							
39	Staff engagement score (Employee Attitude Survey) - every 2 years	73% in 2021	n/a	73%	n/a (consider measures to act on the action plan)	Exceed the score from the last EAS	n/a (consider measures to act on the action plan)	Target to at least maintain the score from the last EAS (Employee Attitude Survey)
40	Proportion of staff who would recommend West Berkshire as a great place to work (Employee Survey)			50%	TBC	TBC	TBC	The result from the 2024 survey will inform targets for subsequent years.
41	No. of corporate and school staff enrolled onto training funded through the apprenticeship levy	56	Non-targeted numerator	56	56	56	56	Target set to maintain the levels achieved for 2022/23 as there are budget pressures to recruit and supplement capacity. Services need to free up suitable vacancies to create apprenticeship posts.
42	No. of young people attending/involved in work experience and project work opportunities	26	15	20	20	20	20	Increased the target from last year, but below last year's result. Depends on the number of people who want to have work experience in the Council. Require officer time to support work experience.
43	Staff turnover (maximum)						13.5%	LGA National average 13.8%
44	Develop and introduce the Council's Employee Value Proposition to ensure we are as competitive and attractive as possible as an employer				Dec-24			
45	Review of how we recognise staff performance and make changes accordingly				Dec-24			

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46	Number of agency staff	178 (1 Jul 23 Comensura)	new 2023/24	reduce from baseline	reduce from Mar 24	reduce from Mar 25	reduce from Mar 26	
47	Implement a simplified application process for jobs at West Berkshire Council			Dec-23				
48	<b>PRIORITY AREA: 2. A Fairer West Berkshire with Opportunities for All</b>							
49	<b>Goal 2.A. Prioritise support for those who need it most</b>							
50	<b>OUTCOME: 2.1. Good or better (with ambition for excellent) Adult Social Care and Children and Family Services (Ofsted and Care Quality Commission ratings)</b>							
51	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	80%	100%	100%	100%	100%	100%	Target delivery dependent on inspection timing.
52	Placeholder: Care Quality Commission (CQC) rating of at least "Good" for our Adult Social Care Service			Equivalent of Good	Equivalent of Good	Equivalent of Good	Equivalent of Good	This is on hold until the baseline data for Adult Social Care CQC is published and assess realistic target for West Berkshire.
53	Ofsted rating of at least "Good" for our Children and Family Service	Good	Good	Good	Good	Good	Good	
54	<b>OUTCOME: 2.2. Vulnerable children and families supported at early stages to prevent the need for more critical or statutory social services</b>							
55	% of parents receiving support from the Early Response Hub reporting that their concerns had reduced	73.6%	65%	65%	65%	65%	65%	Targets set taking into consideration increasing demand.
56	<b>OUTCOME: 2.3 Solutions are identified to prevent homelessness and avoid rough sleeping</b>							
57	% of verified rough sleepers in West Berkshire offered accommodation when first identified	100%	100%	100%	100%	100%	100%	
58	% of households where relief duty ended with secure accommodation for at least 6 months	66.7%	55%	55%	55%	55%	55%	Target is maintained based on the state of the market, lack of availability of alternative accommodation and divergence of rents from the benefit funds available.
59	Number of rough sleepers at the end of each quarter	4	2	4	4	4	4	Provisional targets - to be agreed with DLUHC (Department for Levelling Up, Housing and Communities). Targets set considering cost of living pressures.
60	<b>OUTCOME: 2.4 Improved enforcement of good standards in rented and supported housing</b>							
61	Engage with forums for registered providers of housing within West Berkshire to promote greater voice of tenants	New in 23/24	New in 23/24	Mar-24				
62	<b>OUTCOME: 2.5 Residents are supported to access the mental health services that they need</b>							
63	Ensure that waiting times for access to mental health services is reflected in the HWBB Strategy Delivery Plan			Mar-24				

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments	
64	% adults with a learning disability who live in their own home or with their family	80.5%	78%	78%	TBC	TBC	TBC	Future targets dependent on changes of reporting methodology nationally.	
65	The average number of weeks the service users wait for assessment from Emotional Health Academy	10 weeks	New in 23/24	6 weeks	6 weeks	6 weeks	6 weeks		
66	Conducting a full review of Special Educational Needs & Disabilities (SEND) strategy			Dec-23					
67	OUTCOME: 2.6 Residents facing the greatest challenges are prioritised by wellbeing and social care services								
68	% of desired outcomes of a S42 safeguarding enquiry, expressed by the subject, 'fully' achieved	74.4%	68%	68%	68%	68%	68%	Eng Avg 67% Target maintained at last year's level which is better than the national average. It takes into consideration increasing demand levels.	
69	% of vulnerable adults supported through the Three Conversations Model - preventative level (Tier 1)	89.6%	87%	87%	87%	87%	87%	Target maintained at last year's level . It takes into consideration increasing demand levels.	
70	% of S42 safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed	95.9%	New in 23/24	90%	TBC	TBC	TBC	Targets for y2 - Y4 will be considered after benchmarking intelligence will be made available, once publication of results is adopted nationally	
71	% of repeat referrals to Children's Services within 12 months of a previous referral	21.4%	20%	22%	22%	22%	22%	The England rate varies between 21% and 22%, the South East rate is between 26%-28% Targets take into consideration increasing demand levels.	
72	% of repeat plans for children subject to a CP Plan for a second subsequent time (within 2 years)	14.5%	15%	15%	15%	15%	15%		
73	% of Children in Care who've had 3 or more placements during the past year	10.7%	12%	12%	12%	12%	12%		
74	% of our Care Leavers (aged 19-21) in employment, education or training	66.4%	60%	60%	60%	60%	60%	Whilst our performance has consistently been above 60%, increasingly a larger proportion of our Care Leavers will be asylum seekers (UASC) who are not permitted to work. This is likely to negatively impact on our performance. The number of UASC is increasing.	
75	Av. No. of days taken to make a full decision on new Housing Benefit claims	18.3	19	19.0	18.5	18.0	17.5		
76	Delivery of five new housing units at West Point (Housing for displaced persons)	New in 23/24	New in 23/24	Mar-24					
77	No. of active fostering households (incl. family& friends)	86	New in 23/24	91	93	95	97	Targets will have to be reviewed annually to take into consideration the need for foster care placements.	

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78	Increase in the number of shared lives carers (households) compared to Mar 2023	TBC	New in 23/24	n/a	10	n/a	10	Baseline to be confirmed.
79	Number of school holiday sessions (including lunch) delivered			51	54	29	29	Holiday Activities and Food (HAF) funding cease in summer 2024. Alternative sources will be required and targets will be amended in line with secured funding.
80	OUTCOME: 2.7. Review the way that we provide services for those requiring Adult Social Care to ensure that we provide the highest quality services in the most sustainable way							
81	Publish strategy regarding Adult Social Care provision			Mar-24				
82	Goal 2.B. Deliver more homes that people can afford							
83	OUTCOME: 2.8 Increased number of homes that people can afford							
84	No. of residential completions	Data due Dec 23	No data returned	513	513	TBC	TBC	The targets to be confirmed in 2024/25 as they are linked to the Local Plan Review. Last year's data not due until Dec 23.
85	No. of residential units granted planning permission	Data due Dec 23	520	538	538	TBC	TBC	The targets to be confirmed in 2024/25 as they are linked to the Local Plan Review. Last year's data not due until Dec 23.
86	No. of affordable homes granted planning permissions	Data due Dec 23	125	125	125	TBC	TBC	The targets to be confirmed in 2024/25 as they are linked to the Local Plan Review. Last year's data not due until Dec 23.
87	No. of affordable homes completed	Data due Dec 23	125	125	125	125	125	
88	Number of affordable housing units delivered through partnership working			schemes to be completed by 2024/25	26			Relate to two schemes (8 units and 18 units 100% affordable) with Sovereign Housing Association joint venture
89	% of 'Major' planning applications determined within time	New in 23/24	New in 23/24	66%	66%	66%	66%	Above national thresholds (below which an authority might be designated) being less than 60%.
90	% of 'Non-Major' planning applications determined within time	New in 23/24	New in 23/24	77%	77%	77%	77%	Above national thresholds (below which an authority might be designated) being less than 70%.
91	Investigate the development of new ownership models with housing providers	New in 23/24	New in 23/24	Mar-24				Examples include: shared equity model; community land trust model.
92	Develop a strategy to bring back empty homes into use	New in 23/24	New in 23/24	Mar-24				
93	Share of affordable dwellings that are Social Rent	Data available Qtrly	(70:30)	(70:30)	(70:30)	(70:30)	(70:30)	

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94	Review the share of dwellings that are Affordable rent vs Social Rent and consider changing the policy			Dec-23				Provisional target dependent on the Local Plan.
95	<b>Goal 2.C. Support our local authority maintained schools to drive up standards</b>							
96	<b>OUTCOME: 2.9 Good education attainment results, exceeding National levels</b>							
97	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	64.8% (2021/22 AY)	72% (2021/22 AY)	67% (2022/23 AY)				Target set to exceed the national average (65% for Eng for 2021/22) Targets for future years to be agreed once provisional 2023 results have been published.
98	Average attainment 8 score (KS4)	52.2 (2021/22 AY)	49 (2021/22 AY)	54 (2022/23 AY)				Target set to raise to a more challenging target compared with our result in 2021/22 (52.2, which was above 47.2 for Eng for 2021/22). Targets for future years to be agreed once provisional 2023 results have been published.
99	Average Progress 8 score per pupil (KS4)	0.2 (2021/22 AY)	0 (2021/22 AY)	0.2 (2022/23 AY)				Target set to maintain a more challenging target compared with national average (-0.06 for Eng for 2021/22) Targets for future years to be agreed once provisional 2023 results have been published.
100	% achieving the national standard for reading, writing and maths combined (KS2)	56% (2021/22 AY)	65% (2021/22 AY)	60% (2022/23 AY)				Target set to exceed the national average (59% for Eng for 2021/22) Targets for future years to be agreed once provisional 2023 results have been published.
101	Average attainment 8 scores for disadvantaged pupils (KS4)	34.8 (2021/22 AY)	38 (2021/22 AY)	38 (2022/23 AY)				Target set to maintain the challenging level to be in line with the national average (37.7 for Eng for 2021/22) Targets for future years to be agreed once provisional 2023 results have been published.
102	% of disadvantaged pupils achieving the national standard for reading, writing and maths combined	32% (2021/22 AY)	45% (2021/22 AY)	43% (2022/23 AY)				Target set to match the national average (43% for Eng for 2021/22) Targets for future years to be agreed once provisional 2023 results have been published.
103	Create plan to close the attainment gap focussing on early years & deprivation			Mar-24				
104	Review structure of WBC education provision to maintained schools			Oct-23				



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105	<b>OUTCOME: 2.10 Good and Outstanding schools (Ofsted rating)</b>							
106	% of all schools (inc. Academies and iCollege) judged good or better by Ofsted	93.80%	95.0%	95% (77/81)	96.2% (78/81)	96.2% (78/81)	96.2% (78/81)	19 Jul: Targets set to exceed the national average (88% at Mar 23) and are constrained by the time frames for re-inspection of schools with 'Require Improvement' and 'Inadequate' gradings (e.g. some schools not due to be re-inspected during 2023/24 financial year)
107	Create plan to support school staff and governors for Ofsted inspections				Dec-24			
108	<b>OUTCOME: 2.11. Endeavor to retain all current local authority maintained schools within the Local Authority rather than becoming academies or part of a multi academy trust</b>							
109	Number of local authority maintained schools	69	new 2023/24	69	69	69	69	
110	<b>PRIORITY AREA: 3. Tackling the Climate and Ecological Emergency</b>							
111	<b>Goal 3.A. West Berkshire Council to achieve net zero greenhouse gas emissions by 2030 and improve biodiversity</b>							
112	<b>OUTCOME: 3.1. West Berkshire Council achieves net zero by 2030, with clear targets and regular independent audits</b>							
113	Placeholder: Reduction of Council's Carbon footprint from 2019 baseline (SEE TASKS)			reporting from next year				Measure will be reported on from 2024 once a review of the methodology used for calculating the carbon footprint has been carried out in 2023. Task added below regarding the review of the methodology.
114	Undertake a review of the carbon footprint reporting methodology	New in 23/24	New in 23/24	Sep-23				This will include reference to the original plans.
115	Introduce a Carbon Impact Assessment Tool to be used in project development and decision making	New in 23/24	New in 23/24	Mar-24				
116	No. of additional kWp installed for generating renewable energy	New in 23/24	New in 23/24	300	TBC	TBC	TBC	Targets for future years to consider a range of solutions to generate renewable energy are being calculated by the service.
117	Grazeley Solar farm goes live				Jan-25			
118	Update the Environment Strategy and Delivery Plans to confirm further initiatives and expected impact			Dec-23				
119	% of council light vehicle fleet that are ultra-low emission			58%	TBC	TBC	TBC	

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120	% of total zero carbon tariff electricity used			100%	100%	100%	100%	
121	OUTCOME: 3.2.Over time Council properties are enhanced to meet a newly agreed environmental standard							
122	Agree a minimum EPC (Energy Performance Certificate) assessment rating for all West Berkshire Council owned properties	New in 2023/24	New in 2023/24		Dec-24			
123	Develop a plan to ensure all our properties meet the minimum EPC (Energy Performance Certificate) rating	New in 2023/24	New in 2023/24				Apr-26	
124	Goal 3.B. Help our residents and businesses to save money and the environment							
125	OUTCOME: 3.3 Residents have opportunities to switch to greener energy providers at lower cost through group switching schemes							
126	Number of schemes delivered for residents to switch to greener energy providers at lower cost through group switching schemes			1	1	1	1	This is one specific initiative (also included in the more generic item 168).
127	OUTCOME: 3.4 Residents have opportunities to install solar panels and other clean energy systems through group purchasing schemes							
128	Number of schemes delivered for residents to install solar panels and other clean energy systems through group purchasing schemes			1	1	1	1	This is one specific initiative (also included in the more generic item 168).
129	OUTCOME: 3.5 Supporting the move to electric vehicles by expanding the number of Electric Vehicle charging points where needed, and allowing residents to use council car parks to charge their cars overnight							
130	% of all suitable WBC public car parks with 20 or more spaces to have EV charging available	32%	50%	70%	100%	100%	100%	
131	No. of new EV charging points installed on streets without off-street parking	New in 23/24	New in 23/24	40	40	40	40	
132	Consult on the refreshed ULEV Strategy and take forward for approval	New in 23/24	New in 23/24	31/12/2023				
133	OUTCOME: 3.6. All Car Club vehicles to be electric by end 2027							
134	% of Car Club vehicles that are Evs			20%	40%	60%	100%	
135	Goal 3.C. Help to make the whole of West Berkshire net zero greenhouse gas emissions							
136	OUTCOME: 3.7.Residents and businesses contribute to achieve net zero carbon emissions for the District							
137	No. of District-wide initiatives to enable local action on carbon reduction	New in 23/24	New in 23/24	4	5	6	7	Cumulative annual targets (the renewal of existing schemes will count towards the target)
138	% of procurement processes over £100k with Carbon impact assessment			starts next year	100%	100%	100%	

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139	Approve an approach to ensure new contracts over £100k include plans for carbon neutrality				Dec-24			
140	OUTCOME: 3.8 Increased level of waste reused, recycled or composted at home, from public spaces and through our recycling centres							
141	% of household waste recycled, composted and reused	49.8%	50%	51%	53%	56%	57%	
142	Complete a full review of kerbside recycling				Dec-24			
143	OUTCOME: 3.9 The green bin charge is being phased out							
144	Confirm Plan to Phase out the charge on green waste collection (secure the financial resource)			Mar-24				
145	OUTCOME: 3.10 Increase education around recycling and its benefits by working with schools and communities							
146	Number of activities delivered to increase education about recycling (total per year) (incl. school visits, e-newsletters published, social media posts about recycling and waste minimisation)			12	12	12	12	Includes a range of activities (school visits, e-newsletters published, social media posts about recycling and waste minimisation etc.)
147	OUTCOME:3.11 More opportunities for active travel in the district							
148	Adopt a Local Transport Plan (Strategic Goal)	In progress	Mar-24	Mar-24				Target will be amended if the new guidance is delayed by the DfT (Department for Transport).
149	Complete the A4 Crown Mead, Thatcham cycle route improvements	New in 23/24	New in 23/24	Mar-24				
150	Complete the Stockcross path (Stockcross village - B4000/A4/A34 roundabout) cycle route improvements	New in 23/24	New in 23/24	Mar-24				
151	Complete a cycle storage audit (including through engagement with the Cycle Forum and T&P Councils)				Mar-25			
152	Create a plan with annual targets to provide new / additional secure bike storage at key locations				Mar-25			
153	Commence trial of extended pedestrianisation hours Newbury town centre	New in 23/24	New in 23/24	Mar-2024 Dependant on DfT response				Dependant on DfT (Department for Transport) guidance.
154	Approve an Active Travel Plan				Dec-24			

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155	OUTCOME:3.12. Our transport providers convert their fleets to EVs							
156	Placeholder: Measure about Working with our transport providers to convert their fleets to EVs							Placeholder to be confirmed in conjunction with partner organisations.
157	OUTCOME: 3.13 Create a West Berkshire Sustainability Hub to deliver communications to residents, communities and businesses on healthier future and improved ecology							
158	Create a West Berkshire Sustainability Hub to deliver communications to residents, communities and businesses on how ways to reduce energy use			Dec-23				
159	OUTCOME: 3.12 Protecting, celebrating and enhancing West Berkshire's natural beauty working collaboratively with the Government and other local authorities and organisations (for example the AONB)							
160	Work with partners to review the AONB strategy for our area	New in 23/24	New in 23/24	TBC				The current one runs out in 2024. Target to be agreed with partner organisations.
161	Publicise the arrangements for protecting water courses (linked to riparian owner responsibilities)			Mar-24				
162	Number of meetings with Thames Water and the Environment Agency at the Scrutiny Commission to report on the Thames Water activity and investment.	New in 23/24	New in 23/24	1	1	1	1	
163	PRIORITY AREA: 4. A Prosperous and Resilient West Berkshire							
164	Goal 4.A. Proactively engage with, attract and support businesses in West Berkshire to grow and thrive							
165	OUTCOME: 4.1 Routes to employment are enhanced, including through lifelong learning, apprenticeships and further education							
166	Launch a mentoring programme for children with local businesses	New in 23/24	New in 23/24	Mar-24				
167	Number of residents engaged in WBC funded life-long learning	1,086 (Aug 22)	1,250	1,250	800	800	800	Target reduced due to change of subcontractor and new market conditions (providers, prices etc.)
168	Number of supported internships for young people with EHCP (Education, Health and Care Plans)	2	new measure	2	4	6	8	Targets will be reviewed in March 2025 when the Supported Internship Grant programme ends. These internships are not with the Council, they are external.
169	OUTCOME: 4.2 Businesses continue to Invest in West Berkshire to remain competitive through a mixed economy							
170	% of businesses interested in investing in WB provided with guidance, support and signposting	100%	80%	100%	100%	100%	100%	

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171	<b>OUTCOME: 4.3 Continued support for rural based jobs by working with our existing rural clusters and supporting the environment around centres of excellence</b>							
172	Design and deliver Rural England Prosperity Fund grant scheme for rural business	New in 23/24	New in 23/24	Mar-24				
173	No of meetings with representatives from our rural clusters, such as equine and viticulture, to understand their key needs and agree actions			1	1	1	1	This meeting could take place at the Rural Business Forum if necessary.
174	<b>OUTCOME: 4.4 Landowners supported to develop (landed) Estate Plans that deliver clear community benefits in terms of employment and environmental and bio diversity gains as well as affordable housing for their key workers</b>							
175	Pilot first Estate Plan					Dec-25		
176	No. of new Estate Plans per year						1	
177	<b>OUTCOME: 4.5 Better engage with local businesses and help make West Berkshire more attractive for businesses to create more jobs for residents</b>							
178	Hold an annual Business Conference with local businesses to make West Berkshire more attractive for businesses and create more jobs				Dec-24	Dec-25	Dec-26	
179	<b>OUTCOME: 4.6 Local economic growth supported by infrastructure developments</b>							
180	Complete the first phase of works on Newbury Wharf	New in 23/24	New in 23/24	Mar-24				
181	<b>Goal 4.B. Regeneration of Bond Riverside and build a new community sports stadium</b>							
182	<b>OUTCOME: 4.7 The Bond Riverside regeneration programme is progressed</b>							
183	Finalise a review and update of the Bond Riverside regeneration programme, including a Place-Making Strategy				Dec-24			
184	Deliver the 2023/24 phase of the Bond Riverside Regeneration Programme	New in 23/24	New in 23/24	Mar-24				
185	<b>OUTCOME: 4.8 Our ambition is to open a new Community Sports Stadium in Faraday Road in 2027</b>							
186	Work with local football clubs and groups and the wider local sporting community to agree plans for sports at Faraday Road	New in 23/24	New in 23/24		Dec-24			
187	<b>Goal 4.C. Continue to invest in key infrastructure and public transport</b>							
188	<b>OUTCOME: 4.9 Our primary, secondary and local road networks are maintained in a good state of repair</b>							
189	% of the principal road network (A roads) in need of repair	3%	3%	3%	4%	4%	4%	Current levels of investments and inflation means that targets needed to be re-considered for Y2 - Y4. 2021/22 England average 3.8%

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
190	% of non-principal road network (B and C roads) in need of repair	3%	3%	3%	4%	4%	4%	Current levels of investments and inflation means that targets needed to be re-considered for Y2 - Y4. 14 Sep: 2021/22 England average 4.8%
191	% of the unclassified road network in need of repair	2%	5%	5%	6%	6%	6%	Current levels of investments and inflation means that targets needed to be re-considered for Y2 - Y4. 2020/21 England average 15.9% (data for 2021/22 not available at the time of reporting)
192	% of permanent pothole and edge of road repairs completed within 28 days of the order date	88.7%	95%	95%	95%	95%	95%	
193	Adopt Highway Asset management Plan				Dec-25			
194	Adopt a Potholes strategy and plan			Dec-24				
195	OUTCOME: 4.10 Increased resilience to climate change by expanding flood prevention and minimising impacts of droughts							
196	% of flood prevention and drainage improvement schemes, listed in the capital programme, completed	90.9%	90.0%	90.0%	90.0%	90.0%	90.0%	
197	Review Adverse Weather plan to ensure the Drought Framework is up to date			Mar-24	every 3 years	every 3 years	every 3 years	
198	OUTCOME: 4.11 Better travel options available to our residents including in rural areas							
199	Additional evening bus services			1				Additional evening bus services will be introduced using pump-prime funding where there is a realistic chance of the service becoming commercially-viable. New service due to commence September 2023.
200	Introduce demand responsive bus service and monitor usage			Sep-23				
201	Adopt a Public Transport Plan				Dec-24			This will feed into the updated Local Transport Plan in 2025
202	Goal 4.D. Ensure new housing developments come with suitable infrastructure and enhanced amenities							
203	OUTCOME: 4.12 Local plan revised to make sure that major new housing developments come with suitable infrastructure and enhanced amenities to properly support them							
204	Adoption of a Local Plan that is fit for the future	Paused	01/01/2025	TBC				Target will be confirmed once the local plan process has been concluded by the Executive.

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
205	<b>PRIORITY AREA: 5. Thriving Communities with a Strong Local Voice</b>							
206	Goal 5.A. Encourage and support our local communities to take the lead in driving what is important to them							
207	OUTCOME: 5.1 Closer and more effective working with our communities and partner organisations (including Town and Parish Councils and the private sector commissioned service providers) so residents achieve the outcomes that they need							
208	Number of Community forums held	New in 23/24	New in 23/24	4	4	4	4	One per quarter
209	Town Councils will be offered the chair of the steering group that determines the priorities for implementation within their Town Centre Masterplans			Sep-23				
210	Retender the outcomes based Voluntary Sector Prospectus			starts next year	Mar-25			
211	Share intelligence with T&P Councils and other organisations to inform their decisions to fund youth workers			Dec-23				Includes promoting the results of the youth survey at the Town & Parish Councils' conference and liaising with other organisations which could provide funding.
212	% of parish and town councils supported to develop Neighbourhood Development Plans			100%	100%	100%	100%	
213	OUTCOME: 5.2 Enable the seldom heard, including young people, to have a voice in local issues, including by involving the new Youth Council and holding a Community Forum for Young People							
214	Co-production of a framework for children and young people accessing work experience within local companies				Jun-24			
215	Work with local primary school children to design a pilot active travel treasure map			Dec-23				
216	% of residents 16-24 reporting they feel engaged in decision making (Biennial Residents' Survey)	19.7% for all age groups	Biennial survey (odd years)	improve from previous survey	n/a	improve from previous survey	n/a	
217	% of Children in Care Reviews where the young person contributed to their review	88.2%	90%	90%	90%	90%	90%	

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
218	Goal 5.B. Help our residents lead fulfilled and active lives							
219	OUTCOME: 5.3 Improved health and wellbeing of our residents, including those with long-term conditions, through our own actions and working with partner organisations							
220	Commission Cardio Vascular Disease CVD Prevention outreach (2 year programme)	New in 23/24	New in 23/24	Mar-24				Provisional target. Decision expected from the Local Integration Board about funding for this programme. This will confirm target.
221	Implement a "Health in All Policies" approach at West Berkshire Council.	New in 23/24	New in 23/24	Some activities will start in 2023/24.	Mar-25			
222	Set up a new fund in partnership with the Greenham Common Trust for mental health support initiatives	New in 23/24	New in 23/24	Mar-24				
223	Set up a new fund in partnership with the Greenham Common Trust for physical activity support initiatives	New in 23/24	New in 23/24	Mar-24				
224	OUTCOME: 5.4 West Berkshire continues to be a safe place, through our own actions and working with partner organisations							
225	No of initiatives implemented with partners to reduce and prevent crime in West Berkshire			4	TBC	TBC	TBC	
226	Implement a pilot 20pmh limit zone with a view to District wide roll-out.				Mar-25			
227	OUTCOME: 5.5 Increased number of visits to Council-owned culture, arts and heritage facilities							
228	No. of people attending physical events and activities across Culture and Library Services	54,142	36,980	50,000	52,000	54,000	55,000	Targets based on the resources and finances available for Libraries for the first financial year.
229	No. of arts-based events provided in community libraries by arts providers	new	new	4	4	4	4	Provide venue opportunities in community libraries throughout the district, so that arts providers can deliver 4 arts-based workshops/performances each year in rural areas, reaching residents who may not otherwise be able to access such events.



No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
230	OUTCOME: 5.6 More people enabled to be physically active supported by the sports and leisure opportunities available in the District							
231	Approve plan for a programme of renewal and re-provision of our council-owned leisure facilities	New in 23/24	New in 23/24		Dec-24			
232	% of newly built playgrounds that have disabled access equipment installed	New in 23/24	New in 23/24	100%	100%	100%	100%	
233	Adopt the Rights of Way Improvement Plan	Delayed	Mar-23	Mar-24				The previous target was missed due to a significantly higher than expected number of responses to consultation .
234	% of the adult population (16+) who are classified as inactive (as per the Active Lives Survey)	22.2% (Nov 22)	Non-targeted MoV	22%	21%	20%	19%	
235	Number of visits to West Berkshire sports and leisure centres	YE not reported - 624,797 at Dec 22	800,000	1,028,577	1,183,880	1,356,638	1,476,000	
236	% of weekly Activity for Health Programme class capacity being met (quarterly average)		new	55%	65%	70%	70%	"Activity for Health Programme" includes Steady Steps, Cardiac Rehab, Cancer Rehab, Wellbeing, Good Boost Aqua, Good Boost Aqua Natal. Targets are provisional as new reporting arrangements are being implemented with a new service provider, which will improve the baseline information.
237	Open the refurbished Newbury Lido	In progress		Aug-23				

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
238	Update the Action Plan for the Playing Pitch Strategy			Mar-24				
239	Refurbish Kennet Leisure Centre, Thatcham	New in 2023/24	New in 2023/24		Mar-25			
240	Increase accessibility accreditation levels for our sports and leisure facilities	Not started	Mar-24		Jun-25			
241	Refurbish Northcroft leisure centre	New in 2023/24	New in 2023/24	Dec-24				
242	Refurbish Hungerford leisure centre	In progress	Mar-24	Mar-24				
243	Faraday Road returned to bookable football grass space	New in 23/24	New in 23/24	Sep-23				
244	Refresh the playing pitch strategy	New in 23/24	New in 23/24	Dec-23				
245	OUTCOME: 5.7 Reduced social isolation, especially in rural areas and for young people							
246	Approve a plan to tackle social isolation, especially in rural areas and for young people				Dec-24			
247	OUTCOME: 5.8 Valued improvements delivered by residents working with Members by continuing the successful Members Bid Programme							
248	Deliver Members Bids programme funding round to enable Members to work with residents and community groups in their wards and deliver valued improvements			Nov-23	Nov-24	Nov-25	Nov-26	

No.	Measure Title	2022/23 Actual (baseline) (2021/22 AY)	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Comments
249	Goal 5.C. Work with the local communities and partners to enhance our main towns and large villages							
250	OUTCOME: 5.9. Town and village centres prioritise enhancements outlined in their respective Masterplans							
251	Develop the village strategy for Theale	New in 24/25	New in 24/25	starts next year		Mar-26		
252	Develop the village strategy for Lambourn	New in 24/25	New in 24/25	starts next year	Mar-25			
253	OUTCOME: 5.10 Kennet & Avon Canal maintained and enhanced as an important asset of the district							
254	Resurrect the Kennet & Avon Canal partnership			starts next year	Dec-24			
255	OUTCOME: 5.11 Our town centres remain vibrant, and to maximise accessible by working with our partner organisations							
256	Investigate discounted travel through ticketing for activities in town centres	New in 23/24	New in 23/24	starts next year	Dec-24			
257	Adopt a Parking Strategy	New in 23/24	New in 23/24	Mar-24				
258	Goal 5.D. Help our villages to remain vibrant long term							
259	OUTCOME: 5.12. Villages remain vibrant in the long term by working with local communities as they develop their local plans							
260	County Matters planning discussed at the Community Forum			Dec-23				
261	Plan a refreshed offer for Home to School Transport				Dec-24			
262	Funding available as grants for village halls through Rural England Prosperity Fund				£ 100,000			
263	Number of Electric Vehicles charging points in our villages			TBC				



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