
Draft Council Strategy 2023-2027

Committee considering report:	Executive
Date of Committee:	12 January 2023
Portfolio Member:	Councillor Lynne Doherty
Date Portfolio Member agreed report:	3 January 2023
Report Author:	Gabrielle Mancini/Catalin Bogos
Forward Plan Ref:	EX4312

1 Purpose of the Report

- 1.1 To introduce the draft Council Strategy 2023-2027 and to seek approval for it to progress to public consultation in early 2023.

2 Recommendation

- 2.1 The Executive is asked to consider the draft strategy, recommend amendments to its content and approve it for public consultation.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The draft strategy contains a number of proposed outcomes relating to the undertaking of the Council's core business as well as new initiatives and projects. These have been considered in the budget setting process for 2023/24 and will inform budget setting in subsequent years during the lifetime of the strategy.
Human Resource:	The draft strategy relates to the undertaking of the Council's business. The resourcing implications of the fulfilment of its objectives have been considered during the budget setting process. The Strategy will inform further decisions about human resource deployment for the delivery of its priorities and outcomes.

Legal:	Many of the objectives in the draft strategy relate to the discharging of statutory duties and core business.			
Risk Management:	Risks associated with the production of the draft strategy relate to appropriately identifying and prioritising the needs of our residents and communities. A number of mitigation actions have been put in place, including top-down and bottom-up needs analysis, engagement with residents, councillors and officers and plans to further consult on the attached working draft strategy.			
Property:	Proposals within the Council Strategy may relate to improvements to Council buildings, the construction of new facilities and the maintenance of existing ones. This has been considered when setting the revenue and capital budgets for the lifetime of the strategy.			
Policy:	The setting of a four year Council Strategy is fundamental to the Council’s objectives and performance management. It is essential that what it contains responds to the needs of residents, is monitored using clear key performance indicators and is used to inform the budget setting process.			
	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			If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.

B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.
Environmental Impact:	x			If approved, the suggested objectives within the draft strategy will contribute to the Council's aspiration towards carbon neutrality by 2030.
Health Impact:	x			If approved, the suggested objectives within the draft strategy will contribute to improved health outcomes for local people.
ICT Impact:		x		If approved, some of the initiatives within the strategy may require more effective use of technology. Should this be the case, this should be considered when assessing the resourcing needs of ICT during the budget setting process.
Digital Services Impact:		x		If approved, some of the initiatives within the strategy may require more effective use of digital. Should this be the case, this should be considered when assessing the resourcing needs of the Digital Services Team during the budget setting process.
Council Strategy Priorities:		x		By its definition, the Council Strategy sets the agenda for the Council's core business and future aspirations.
Core Business:		x		By its definition, the Council Strategy sets the agenda for the Council's core business.
Data Impact:		x		The data used to develop this strategy is either publicly available (e.g. ONS data) or has been provided anonymously.

Consultation and Engagement:	<p>A number of engagement exercises have been undertaken with residents including:</p> <ul style="list-style-type: none">• The Covid-19 Residents Survey• The 2021 representative Residents Survey• A series of engagement events with local people, including people traditionally under-represented in responses to consultations <p>The Performance, Research and Risk team has also worked closely with the following groups when developing the draft strategy:</p> <ul style="list-style-type: none">• The Executive• Administration backbench elected members• The Corporate Leadership Team• Service Directors and Heads of Service
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4 Executive Summary

- 4.1 The Council Strategy is a business planning document that sets out the Council's future priorities and objectives. West Berkshire Council produces a Council Strategy every four years to correspond with its election cycles using analysis of the evolving needs of residents, feedback received from the Residents Survey and additional engagement with residents as well as the information held about the outcomes delivered against the objectives in the current Council Strategy and the West Berkshire Vision 2036.
- 4.2 The draft document at Appendix C proposes a number of outcomes that the Council will focus on delivering in the next four years. They have been informed by the evidence mentioned above, including the need to respond to the challenges resulting from the aftermaths of the Covid-19 pandemic, the socio-economic impacts of the conflict in Ukraine and ongoing efforts in response to the Climate Emergency, which was declared in 2019.
- 4.3 The proposed outcomes for the Council Strategy 2023-2027 have been grouped into five priority areas:
- Providing opportunities for all and more help when you need it
 - Protecting and enhancing our environment
 - Stronger communities
 - Great place to live, learn and do business

- Building public services for the future

4.4 The draft Strategy contains commentary about the Council's performance to date, details of the views of residents given during the various engagement exercises mentioned above and a number of draft outcomes for the Council to achieve during the lifetime of the new Strategy.

4.5 A six weeks consultation on these draft outcomes will take place starting in January 2023. A detailed communications and engagement plan will facilitate this consultation exercise, during which residents will be invited to give their views on the content of the draft strategy. Responses from this consultation will then be used to inform the final version of the strategy, which will be considered for approval by Council in May 2023.

5 Supporting Information

Introduction

5.1 This report introduces the draft Council Strategy 2023-2027. The draft strategy has been developed using national policy and statistical information (top-down analysis) and service level qualitative and quantitative information (bottom-up analysis) about the district's needs. In addition, a number of residents and other stakeholders' engagement activities have informed this initial draft Strategy ready for further public consultation in January 2023 before being considered for approval by Council in May 2023.

Background

5.2 The Council Strategy (the Strategy) is West Berkshire Council's medium term strategic planning document that sets out the priority areas and the key outcomes we are planning to achieve whilst also delivering all our mandatory functions.

5.3 The Strategy is produced every four years and refreshed every other year. The current Strategy was adopted in 2019 covering the period ending 2023 and aligns with the electoral cycle. This paper presents the proposed priorities and outcomes for the new strategy for public consultation, for informing the final version of the new Council Strategy 2023 - 2027.

5.4 Based on the feedback from the latest Corporate Peer Review, the new Strategy will continue the approach to focus on a small number of priorities. The core business of the Council (safeguarding children and adults, roads maintenance, bin collection etc.) will continue to be delivered.

5.5 The Methodology

5.6 The methodology used for the strategic planning process that identified the priority areas and the outcomes for the new Strategy included:

- (a) A review of the evidence base (national policy and statistics and local qualitative and quantitative information from our services). This included the latest corporate performance information detailing the progress with the delivery of the current Council Strategy 2019 - 2023, contextual measures results, the refreshed Council

Strategy 2021 etc.); In addition to the core business objectives contained within the Council Strategy, the Council responded to a number of unprecedented global events; such as the Covid-19 pandemic, conflict in Ukraine and rising energy costs; which necessitated the redeployment of resources and additional support being made available to the community. Information about the impacts of these significant changes in the external context of the Council have also been considered.

- (b) A review of the residents' feedback received from the Covid-19 Residents survey 2020 and the representative Residents Survey 2021.
- (c) Identification of 'areas of focus' that could become priorities – during a workshop with Members and officers;
- (d) A process of refining the evidence base - this included making the links with the Vision 2036 priorities and aspirations and identifying what could the Council potentially do to improve identified areas; In addition, qualitative (interviews and workshops) have taken place with (seldom heard) people that do not normally take the opportunity to express their views about the Council's priorities and outcomes for residents.
- (e) A second round of stakeholders' engagement (Members and officers) to conclude the identification of priorities for improvement;
- (f) Work with individual services of the Council to detail the outcomes to be delivered as part of the identified priorities;
- (g) A third round of stakeholders' engagement to rationalise the outcomes for inclusion in the new Strategy, including to ensure a joined up approach (non-silo working) amongst the Council's services.
- (h) Corporate Board has reviewed the priorities and the associated outcomes.

5.7 There are two more key steps to be completed:

- (a) Public consultation (January – February 2023) on the draft Strategy – with the purpose of understanding how appropriate residents find the proposed priorities and the involvement that they feel they can provide to support the priorities' delivery.
- (b) The amended Council Strategy and the response to the public consultation's feedback are taken for approval at the meeting of the full Council in May 2023 – to ensure an appropriate response to the feedback received from the public consultation in finalising and adopting the Strategy.

5.8 Once the Strategy is approved, all Council's services will ensure they establish smart objectives (key performance measures and targets) on an annual basis for the delivery of all outcomes and as a result of the priorities.

5.9 The results of the work to date informed the draft Strategy which can be found at Appendix C and is focussed on the following five priority areas:

- Providing opportunities for all and more help when you need it
- Protecting and enhancing our environment
- Stronger communities
- Great place to live, learn and do business
- Building public services for the future

Proposals

5.10 It is proposed that a draft Council Strategy with the five priorities mentioned at 4.3 should proceed to public consultation in January 2023 before being considered in its amended form by Council in May 2023.

6 Other options considered

6.1 The Council must set a clear strategy for the delivery of its core business. As such, no other options have been considered.

7 Conclusion

7.1 Setting an evidence-based and ambitious but deliverable Council Strategy is key to establishing the Council's work programme. West Berkshire Council has delivered a wide range of enhancements to local services and infrastructure during the lifetime of the Council Strategy 2019-2023 and it will, through the new Council Strategy 2023 - 2027, build on this in order to make West Berkshire an even better place to live, work and learn.

8 Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Data Protection Impact Assessment
- 8.3 Appendix C – Draft Council Strategy

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: Applies to all wards

Officer details:

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Appendix A

Equality Impact Assessment (EqIA) - Stage One

What is the proposed decision that you are asking the Executive to make:	To approve the draft Council Strategy for public consultation
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's priorities for improvement? <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships 	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> By its definition, the Council Strategy sets the agenda for the Council's priorities for the new strategy cycle. It will replace the priorities of the current Council Strategy.
Name of Budget Holder:	Sarah Clarke
Name of Service/Directorate:	Strategy & Governance
Name of assessor:	Gabrielle Mancini/Catalin Bogos
Date of assessment:	28/11/2022
Version and release date (if applicable):	N/A

Is this a ?		Is this policy, strategy, function or service ... ?	
Policy	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	New or proposed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Strategy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Already exists and is being reviewed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Is changing	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To improve the outcomes for all who live, work and learn in West Berkshire

Objectives:	A series of outcomes can be found within each of the five priorities of the proposed strategy.
Outcomes:	Better outcomes for local people.
Benefits:	West Berkshire will become an even better place to live, work and learn.

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?

Group Affected	What might be the effect?	Information to support this
Age	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Disability	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Gender Reassignment	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Marriage and Civil Partnership	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Pregnancy and Maternity	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Race	If approved, the suggested objectives within the draft strategy will contribute to	The draft Council Strategy has been developed using a wide range of evidence about resident need, including

	improved outcomes for all local people.	resident's views. Details can be found at Appendix C.
Religion or Belief	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Sex	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Sexual Orientation	If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	The draft Council Strategy has been developed using a wide range of evidence about resident need, including resident's views. Details can be found at Appendix C.
Further Comments:		

(3) Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If approved, the suggested objectives within the draft strategy will contribute to improved outcomes for all local people.	
(4) Identify next steps as appropriate:	
EqIA Stage 2 required	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Owner of EqIA Stage Two:	
Timescale for EqIA Stage Two:	

Name: Gabrielle Mancini/Catalin Bogos

Date: 28/11/2022

Appendix B

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Department:	Strategy & Governance
Team:	Customer Engagement & Transformation
Lead Officer:	Catalin Bogos/ Gabrielle Mancini
Title of Project/System:	Council Strategy 2023-2027
Date of Assessment:	28/11/2022

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><i>Note – sensitive personal data is described as “ data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be processing data on a large scale?</p> <p><i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Will any decisions be automated?</p> <p><i>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using any novel, or technologically advanced systems or processes?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>		

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Draft Council Strategy 2023-2027