

<b>Title of Report:</b>	<b>West Berkshire Council Strategy Refresh 2013-17</b>
<b>Report to be considered by:</b>	Council
<b>Date of Meeting:</b>	5 <sup>th</sup> March 2013
<b>Forward Plan Ref:</b>	C2544

**Purpose of Report:** To present the refreshed 2013-17 Council Strategy.

**Recommended Action:**

1. To note areas still to be updated (highlighted in yellow) relating to confirmation of the revenue budget.
2. To note the strategic objectives
3. To approve the current version of the Council Strategy

**Reason for decision to be taken:** The Council Strategy provides the framework around which the Council will shape its resources and efforts over the next 4 years, supporting quality of life for people in West Berkshire whilst continuing to live within our means.

**Other options considered:** n/a

**Key background documentation:** Appendix A – Equality Impact Assessment – Stage 1  
Appendix B – West Berkshire Council Strategy 2012-16  
Appendix C – Summary of amendments to strategic objectives

The proposals contained in this report will help to achieve the following Council Strategy priorities:

- CSP1 – Caring for and protecting the vulnerable**
- CSP2 – Promoting a vibrant district**
- CSP3 – Improving education**
- CSP4 – Protecting the environment**

The proposals will also help achieve the following Council Strategy principles:

- CSP5 - Putting people first**
- CSP6 - Living within our means**
- CSP7 - Empowering people and communities**
- CSP8 - Transforming our services to remain affordable and effective**
- CSP9 - Doing what's important well**

The proposals contained in this report will help to achieve the above Council Strategy priorities by:  
setting the overarching strategic focus for the Council for the next 4 years.

Portfolio Member Details	
<b>Name &amp; Telephone No.:</b>	Councillor Roger Croft
<b>E-mail Address:</b>	rcroft@westberks.gov.uk
<b>Date Portfolio Member agreed report:</b>	31 <sup>st</sup> January 2013

Contact Officer Details	
<b>Name:</b>	Jason Teal
<b>Job Title:</b>	Research, Consultation and Performance Manager
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## Implications

<b>Policy:</b>	The strategy sets the broad framework around which the Council is able to prioritise its resources. The strategy is central to the operation and planning of the Council and as such will impact on many Council policies.
<b>Financial:</b>	In setting the broad framework around which the Council is able to prioritise its resources the MTFS is drafted to reflect the priorities and objectives set out in the strategy.
<b>Personnel:</b>	n/a
<b>Legal/Procurement:</b>	n/a
<b>Property:</b>	n/a
<b>Risk Management:</b>	Risk assessments will be carried out on appropriate elements of the plan.
<b>Equalities Impact Assessment:</b>	Equality impact assessments will be carried out on key policies and activities arising from this strategy.

Is this item subject to call-in?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval		<input checked="" type="checkbox"/>
Delays in implementation could have serious financial implications for the Council		<input type="checkbox"/>
Delays in implementation could compromise the Council's position		<input type="checkbox"/>
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>

# Executive Summary

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## 1. Introduction

- 1.1 The Council Strategy sets out our priorities and a realistic set of objectives that we will deliver for the people of West Berkshire, whilst living within our means.
- 1.2 It provides the framework for future decision making: prioritising those areas seen as most critical or important and setting out our overarching approach to dealing with the reduction in our resource, whilst keeping the impact on local communities to a minimum.
- 1.3 The strategy lists a number of strategic objectives which set out more specifically what we are seeking to achieve. These strategic objectives form the basis for our more detailed business, service delivery and financial planning, through which our strategic objectives and outcomes are delivered.
- 1.4 This refresh represents a relatively light touch update to the strategy adopted by the Council last March – largely around any amendments to the objectives used as the basis for strategic and service delivery planning.
- 1.5 In total, just over half of the strategic objectives remain unchanged, with minor amendments - which do not substantively change the objective - to a quarter more. 5 new objectives have been included in the strategy (for example in relation to children experiencing emotional abuse, targeted housing support and adult and community learning) as a result of them becoming increasing imperatives locally. 13 have been amended or substantially (or included) in response to changing local circumstances.
- 1.6 All amendments to the strategic objectives are highlighted in Appendix 3.

# Executive Report

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## 1. Introduction

- 1.1 The Council Strategy sets out our priorities and a realistic set of objectives that we will deliver for the people of West Berkshire, whilst living within our means.
- 1.2 It provides the framework for future decision making: prioritising those areas seen as most critical or important and setting out our overarching approach to dealing with the reduction in our resource whilst keeping the impact on local communities to a minimum.
- 1.3 Reflecting this prioritisation, the Medium Term Financial Strategy allocates our available resources focussing on those determined as most critical in supporting our priorities and statutory responsibilities. This, in turn, will determine the level of service we will realistically be able to provide in different areas, be they excellent, good or adequate.
- 1.4 We recognise that we cannot achieve these objectives alone and we will continue to work with partner agencies and voluntary and community partners, communities, parish councils and the business community, developing the localism agenda in West Berkshire. As such, this strategy is aligned to the wider strategic aims within the Sustainable Community Strategy.
- 1.5 The strategy lists a number of strategic objectives which set out more specifically what we are seeking to achieve. These strategic objectives form the basis for our more detailed business, service delivery and financial planning, through which our strategic objectives and outcomes are delivered.



## 2. Background

- 2.1 The Council Strategy defines the overarching vision and core purpose of the Council and lists 4 priority areas, where efforts and resources will be focused, underpinned by a set of clear principles which help guide how we will approach the future:

### WEST BERKSHIRE COUNCIL STRATEGIC FRAMEWORK 2012-16

#### *Our overarching vision:*

**Keeping West Berkshire a great place in which to live, learn, work and do business**



#### *The purpose of the Council:*

1. Helping you to help yourself
2. Helping you when you cannot help yourself
3. Helping you to help one another
4. Promoting and acting in the interests of the communities, people and businesses of the district.

#### *Our priorities in delivering public services:*

- Caring for and protecting the vulnerable
- Promoting a vibrant district
  - Improving education
- Protecting the environment

#### *The principles we work to:*

- Putting people first
- Living within our means
- Empowering people and communities
- Transforming our services to remain affordable and effective
- Doing what's important well

- 2.2 A number of strategic objectives are contained within each priority area and principle which set out more specifically what we are seeking to achieve under

these broad headings. These strategic objectives form the basis for strategic and operational service planning and delivery, which will realise the ambitions laid out in the strategy.

### **3. Conclusion**

- 3.1 All substantive comments have been reviewed by officers and members. Where appropriate the draft strategy has been amended and discussed at Management Board. The 2013-17 Council Strategy is now submitted with a recommendation for approval.

### **Appendices**

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Appendix A – Equality Impact Assessment: Stage 1

Appendix B – West Berkshire Council Strategy 2013-17

Appendix C – Summary of amendments to strategic objectives

### **Consultees**

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#### **Local Stakeholders:**

**Officers Consulted:** SRB, Heads of Service, Portfolio Holders, Directorate and Service SMTs. Corporate Board

#### **Trade Union:**

## Equality Impact Assessment – Stage One

<b>Name of item being assessed:</b>	West Berkshire Council Strategy: refresh
<b>Version and release date of item (if applicable):</b>	
<b>Owner of item being assessed:</b>	Jason Teal
<b>Name of assessor:</b>	Jason Teal
<b>Date of assessment:</b>	15 <sup>th</sup> January 2013

<b>1. What are the main aims of the item?</b>
The Council Strategy sets out the purpose, ambition and strategic direction of West Berkshire Council. It focuses on 4 key priorities areas, underpinned by a set of principles, outlining how we are approaching and responding to changes in the policy, financial and legislative landscape. Each of these contains a set of strategic objectives which sets out more specifically what we are seeking to achieve. These will form the basis of our Council Delivery Plan and service delivery plans.

<b>2. Note which groups may be affected by the item, consider how they may be affected and what sources of information have been used to determine this. (Please demonstrate consideration of all strands – age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation)</b>
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<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this.</b>

<b>Further comments relating to the item:</b>
<p>The Council Strategy contains a number of strategic objectives across the priorities and principles that the Council will be seeking to achieve over the next 4 years. The strategy does not go into the detail of how these objectives will be achieved: they are embedded into individual service delivery and cross-cutting plans, within which more particular issues of design and provision will be addressed.</p> <p>Equality impact assessments will be carried out on key policies and activities arising from this Council Strategy and the impact of these different strands of work and resources will be considered individually as they come to light, for example, as part of the service planning and delivery process, budget setting and service or delivery design and tailoring.</p>

<b>3. Result</b> (please tick by clicking on relevant box)	
<input type="checkbox"/>	<b>High Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input type="checkbox"/>	<b>Medium Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input type="checkbox"/>	<b>Low Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input checked="" type="checkbox"/>	<b>No Relevance</b> - This <b>does not</b> need to undergo a Stage 2 Equality Impact Assessment

**For items requiring a Stage 2 equality impact assessment, begin the planning of this now, referring to the equality impact assessment guidance and Stage 2 template.**

<b>4. Identify next steps as appropriate:</b>	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

**Name:** Jason Teal

**Date:** 15<sup>th</sup> January 2013