

## Proposed amendments to strategic objectives from Council Strategy

STRATEGIC OBJECTIVES (PRIORITIES) - ORIGINAL 2012-16	Primary Service	STRATEGIC OBJECTIVES (PRIORITIES) - REVISED 2013-17	Reason for change
<b>CARING FOR AND PROTECTING THE VULNERABLE</b>			
<b>Children and Young People</b>			
Modernise services to vulnerable children, focussing child protection resources on those children who are at most risk and working in partnership with schools, health and other partners to provide high-quality, evidence-based preventative support.	Child	1. <b>Implement</b> the Munro Review to <b>modernise services</b> to vulnerable children, <b>focussing</b> child protection resources on those children who are at most risk and <b>working in partnership</b> with schools, health and other partners to provide high-quality, preventative support for other vulnerable children and young people and their families	Minor textual amendment to explicitly refer to implementation of Munro recommendations
Extend the range of community-based support services for disabled children, and introduce personal budgets to ensure that services are tailored to individual need	Child	2. <b>Pilot</b> personal budgets for disabled children to ensure that services are tailored to individual needs	Amended to reflect introduction of scheme
Continue to ensure that looked after children are placed as locally as possible in family-based settings	Child	3. <b>Recruit</b> more local carers to ensure that looked after children are placed as locally as possible in family-based settings	Focus on how would be achieved
Focus on early intervention and support for young people more in danger of becoming disengaged and disenfranchised.	Child	4. <b>Focus</b> on early intervention and support for young people more in danger of becoming disengaged and disenfranchised.	No change
Focus on 'troubled families' within West Berkshire by getting children back into school on a regular basis and supporting parents to get onto a work programme.	Child	5. <b>Support</b> 'Troubled Families' within West Berkshire by getting children into school on a regular basis and supporting parents to get work through the West Berkshire 'Turn Around Project'.	Tighter wording possible as national programme is now more firmly developed
New objective	Child	6. <b>Improve</b> response to children experiencing emotional abuse, neglect and living with domestic abuse.	Local imperative around implications of domestic abuse on children
New objective	Educ	7. <b>Improve</b> and <b>enhance</b> independence through the provision of independent travel training for young people with special educational needs / disabilities	Local imperative around independence

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<b>Older People and Vulnerable Adults</b>			
Focus care and support services on more targeted interventions, in particular addressing the needs of those most vulnerable in our communities	CCH&S	Remove - too broad to be demonstrable in meaningful sense. Is picked up more specifically through subsequent objectives	
Review our Adult Social Care activity to ensure it is affordable and sustainable over the medium term and targeted on areas of critical risk, including long term conditions and falls	ASC	8. <b>Review</b> our social care activity to ensure it is affordable and sustainable over the medium term and targeted on areas of critical risk or prevention of dependency on long term services.	Focus on reducing long term dependency
Assist people to understand for themselves - and make decisions about - the cost of their care and support.	CCH&S	9. <b>Provide</b> an information and signposting service so individuals can make informed decisions about options and the cost of their care and early intervention and support to access timely assessment to prevent dependency on care services.	Tighter wording - more specific focus on Social Care Information Point (SCiP)
Work with other local authorities and health partners to streamline processes and maximise the funding available for direct support to those who provide unpaid care to friends, family and neighbours who need a bit of extra help.	ASC	10. <b>Work with</b> the NHS, voluntary sector and other organisations to reduce duplication of effort and resources and to maximise the funding available for direct support to individuals and their families: welfare benefits, Continuing Health Care.	Tighter wording around Continuing Health Care (CHC) and welfare benefits
Support carers in the looking after of relatives or friends through our carers' strategy: strengthening and improving our awareness of carers' needs to commission appropriate support.	ASC	11. <b>Support</b> carers to continue caring through increasing the numbers of carers identified, carers assessments, support services, self help groups, carers breaks.	More specific – utilising outcomes of carers' strategy
Increase the number of people who manage their own personal budgets and are in charge of their own social care, embedding risk management to ensure individuals can exercise choice safely	ASC	12. <b>Increase</b> the number of people who manage their own personal budget and are in charge of their own social care, ensuring comprehensive risk management.	More precise wording
Reduce the emphasis on traditional day centres and develop alternatives for vulnerable people	ASC	13. <b>Promote</b> the development of a range of community based services including day opportunities, extra care housing, equipment, alarm lines to increase choice and support to those eligible for social care services.	Amalgamated into a broader, more encompassing objective
Promote the use of extra care housing as an alternative to residential care	ASC		

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Target services on helping older people back to independence and recovery recognising that many can return to independence following a relatively short period of support.	ASC	14. <b>Target</b> services on helping adults back to independence and recovery, recognising that many can return to independence after a short period of support through re-ablement and rehabilitation services.	More precise wording
New objective	CCH&S	15. <b>Target</b> services for housing related support to those most in need across the district.	Local imperative around targeted housing support
Continue to work to prevent homelessness offering the widest possible range of options, advice and interventions	CCH&S	16. Continue to <b>work to</b> prevent homelessness offering the widest possible range of options, advice and interventions	No change
New objective	CCH&S	17. Continue to <b>provide</b> access to short term accommodation based services for those who need support to move on to more independent living.	Local imperative around provision of short term accommodation
<b>PROMOTING A VIBRANT DISTRICT</b>			
<b>Infrastructure</b>			
Focus on carrying out essential highways maintenance	H&T	18. <b>Focus</b> on carrying out essential highways maintenance	No change
Deliver effective transport solutions for all by increasing choice and minimising congestion	P&C H&T	19. <b>Deliver</b> effective transport solutions across the district	Tighter wording to reflect targeting of transport
Explore new opportunities and methods for delivery of affordable housing, including responding to the housing needs of rural communities	CCH&S	20. <b>Explore</b> new opportunities and methods for delivery of a range of housing, including responding to the housing needs of rural communities	Broader definition
Make best use of existing stock and seek to improve access to private rented accommodation addressing issues of affordability and quality	CCH&S	Remove – this is more of an operational objective and therefore work in this area will continue to be picked up within service monitoring. Housing-related objectives continue to be picked up under ‘Caring for and Protecting the Vulnerable’.	
Work with parish councils to roll out broadband across our more rural area	ICT	21. <b>Lead and deliver</b> the <i>Superfast Berkshire</i> project, as part of a national infrastructure programme, to bring superfast broadband to rural areas of West Berkshire.	More precise wording

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<b>Supporting businesses</b>			
Focus local economic development on promoting the district.	SSU	22. <b>Focus</b> local economic development on promoting the district.	No change
Work with our sub-regional partners to develop a strategy for encouraging local enterprise and inward investment	SSU	23. <b>Work with</b> our regional partners to develop a strategy for encouraging local enterprise and inward investment	Minor amendment: regional rather than sub-regional partners
Objective moved from <i>Improving Education</i> priority	Educ	24. <b>Work with</b> local and regional partners to ensure that local skills and enterprise needs are met.	No change – other than repositioning
Continue to implement Newbury 2025, our vision for the regeneration of Newbury	P&C	25. Continue to <b>refresh</b> and <b>implement</b> Newbury 2025, our vision for the regeneration of Newbury	Tighter wording to reflect being refreshed
Continue to provide support for the other Visions (Thatcham, Hungerford, and the Eastern Area) and for community planning	SSU	<i>Moved to ‘Empowering People and Communities’ and augmented with more generic support for community planning</i>	
<b>Planning</b>			
Provide a responsive planning service with a clear policy framework that balances protection of the environment, economic development and the housing needs of local residents.	P&C	26. <b>Provide</b> a responsive planning service with a clear policy framework that balances protection of the environment, economic development and the housing needs of local residents.	No change
<b>Community Safety</b>			
Work with our partners to keep crime levels low, reducing instances of crime and anti-social behaviour.	SSU	27. <b>Work with</b> our partners to keep crime levels low, reducing the incidents of crime.	Remove reference to anti-social behaviour as is no means of robustly measuring instances.
Work with local communities to help protect them from future flooding	H&T	28. <b>Work with</b> local communities to help protect them from future flooding	No change
<b>Healthy Lives</b>			
Improve the health and well being of the adult population of West	SSU	29. <b>Improve</b> the health and well being of the adult population of	No change

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Berkshire through tackling inequalities in health		West Berkshire through tackling inequalities in health	
Focus on preventative approach to public health, supporting people to make better life style choices and consider their own future health needs	SSU	30. <b>Focus</b> on preventative approach to public health, supporting people to make better life style choices and consider their own future health needs	No change
<b>IMPROVING EDUCATION</b>			
<b>Vulnerable pupils</b>			
Challenge and support schools where outcomes for pupils need improvement and focus early years support on children and families who are most vulnerable.	Educ	31. <b>Challenge</b> and <b>support</b> schools where outcomes for pupils need improvement and focus early years support on children and families who are most vulnerable.	No change
Ensure appropriate support is in place for all the most vulnerable children, including those with special educational needs and disabilities, or who are looked after, or in need of safeguarding.	Child	32. Ensure appropriate <b>support</b> is in place for all the most vulnerable children, including those with special educational needs and disabilities, or who are looked after, or in need of safeguarding.	No change
<b>Higher and adult education</b>			
Work with partners to help ensure that all young people over the age of 16 have access to high quality education and training	Educ	33. <b>Support</b> schools and <b>work with</b> other providers to ensure positive implementation of the raising of the participation age to 17 in 2013 and 18 in 2015	Revised to take account of the national raising of the participation age
Work with local and regional partners to ensure that local skills and enterprise needs are met.	Educ	Moved to <i>Promoting a Vibrant District</i>	No change – other than repositioned
New objective	Educ	34. <b>Influence, commission</b> and <b>provide</b> adult and community learning opportunities that provide for the most vulnerable, and the wider adult population.	Local imperative around adult and community learning
<b>Working with Schools</b>			
Work with schools to continuously improve attainment at Key Stage 2 ratings	Educ	35. <b>Support</b> schools and governors to continuously raise standards at all key stages and achieve an Ofsted inspection	Broader definition

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Support schools to achieve overall 'good' inspection	Educ	rating of good or better.	
Support schools in evaluating themselves and giving successful schools greater freedoms.	Educ	36. <b>Support</b> schools in evaluating themselves and giving successful schools greater freedoms.	No change
Develop school buildings to meet demand and create the best possible learning environments within available resources.	Educ	37. <b>Develop</b> school buildings to meet demand and create the best possible learning environments within available resources.	No change
Provide efficient and effective services that are traded with schools, including academies.	Educ	38. <b>Provide</b> efficient and effective services that are traded with schools, including academies.	No change
<b>PROTECTING THE ENVIRONMENT</b>			
<b>Environmental and Historic Protection</b>			
Focus development on the existing urban areas to protect our countryside and the AONB.	P&C	39. <b>Focus</b> development on the existing urban areas to protect our countryside and the AONB.	No change
Continue to protect sites of high conservation value .	P&C	40. <b>Ensure</b> the protection and promotion of our natural and built environment and heritage	Amalgamated into a single objective with a broader definition
Ensure the protection and promotion of our historic environment and heritage	C&EP		
<b>Cleaner and Greener</b>			
Maximise the proportion of waste recycled and composted across the district.	C&EP	41. <b>Maximise</b> the proportion of waste recycled and composted across the district.	No change
Minimise the amount of waste being sent to landfill sites.	C&EP	42. <b>Minimise</b> the amount of waste being sent to landfill sites.	No change
Reduce carbon emissions through efficient energy management, thereby reducing our energy consumption and bills.	C&EP	43. <b>Reduce</b> carbon emissions through efficient energy management, thereby reducing our energy consumption and bills.	No change

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STRATEGIC OBJECTIVES (PRINCIPLES) – ORIGINAL 2012-16	Lead programme board / service	STRATEGIC OBJECTIVES (PRINCIPLES) - REVISED 2013-17	Reason for change
<b>Putting people first</b>			
<b>ensuring</b> that all our services are designed around those who need them;	Indiv service	44. <b>designing</b> all our services around those who need them	Minor amendment
<b>being open</b> and transparent in the way we do business;	Finance and Governance Group	45. <b>being open</b> and transparent in the way we do business;	No change
<b>strengthening</b> communications with an emphasis on electronic communications – including social media - to keep residents up to date.	Customer and Comms Programme Board	46. <b>strengthening</b> communications with an emphasis on electronic communications – including social media - to keep residents up to date.	No change
<b>ensuring</b> collecting customer feedback is meaningful and used effectively;	SSU	47. <b>ensuring</b> collecting customer feedback is meaningful and used effectively;	No change
<b>ensuring</b> that we eliminate discrimination, harassment and victimisation and advance equality of opportunity for all members of our communities;	Including Everyone Programme Board	48. <b>work to</b> minimise discrimination, harassment and victimisation and advance equality of opportunity for all members of our communities;	Tighter wording
<b>expanding</b> access to our services online, adopting the ‘digital by default’ principle and placing a greater emphasis on self-service;	Customer and Comms Programme Board	49. <b>expanding</b> access to our services online, adopting the ‘digital by default’ principle and placing a greater emphasis on self-service;	No change
<b>Empowering people and communities</b>			
continue to <b>support</b> the development of community – or parish - plans and make sure we put in place the resources to play our part in realising their aims;	Community Involvement Programme Board	50. <b>support</b> the continuing development of parish plans and town visions and make sure we put in place the resources to play our part in realising their aims;	Augmented with objective from ‘Promoting a Vibrant District’ supporting visions.
<b>facilitate</b> the development of Neighbourhood Development Plans – where they are wanted - to involve communities more closely in planning matters in their local area;	P&C	51. <b>facilitate</b> the development of Neighbourhood Development Plans – where they are wanted - to involve communities more closely in planning matters in their local area;	No change



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<p><b>reshape</b> the way cultural, countryside and other services are delivered, with significantly greater involvement from local communities, the voluntary sector and parish councils;</p>	C&EP P&C	<p>52. <b>reshape</b> the way cultural, countryside and other services are delivered, with significantly greater involvement from local communities, the voluntary sector and parish councils and seek to transfer assets and services where these can clearly be delivered more effectively.</p>	<p>Brought together into single objective</p>
<p>where beneficial, seek to <b>transfer</b> assets to voluntary and community organisations, where these can clearly be delivered more effectively and efficiently at the local level.</p>	Asset Strategy Group		
<b>Living within our means</b>			
<p><b>ensuring</b> council tax increases are kept at a minimum throughout the life of this strategy;</p>	Executive	<p>53. <b>ensuring</b> council tax increases are kept at a minimum throughout the life of this strategy;</p>	No change
<p>systematically <b>reviewing</b> our services to ensure they remain effective and can be afforded within the funding available;</p>	SRB / CFB	<p>Moved to principle on ‘Transforming our Services to Remain Affordable and Effective’</p>	<p>Repositioning to reflect emphasis on effectiveness and affordability</p>
<p><b>ensuring</b> that value for money drives our underlying approach and that lower priority services are delivered at below average costs;</p>	Indiv services	<p>54. <b>ensuring</b> that value for money drives our underlying approach and that lower priority services are delivered at below average costs;</p>	No change
<p><b>delivering</b> the necessary savings to continue to live within our means (currently estimated to be £25m over the next 4 years);</p>	Indiv services	<p>55. <b>delivering</b> the necessary savings to continue to live within our means</p>	No change
<p><b>reviewing</b> and <b>renegotiating</b> contracts with external suppliers and service providers to drive down costs.</p>	Procurement Programme Board	<p>56. <b>reviewing</b> and <b>renegotiating</b> contracts with external suppliers and service providers to drive down costs.</p>	No change
<p><b>increasing</b> and <b>enhancing</b> our approach to procurement and contract management and where possible, join up with other public sector organisations, to ensure that we are getting value for money;</p>	Procurement Programme Board	<p>57. <b>increasing</b> and <b>enhancing</b> our approach to procurement and contract management and where possible, join up with other public sector organisations, to ensure that we are getting value for money;</p>	No change
<p><b>maximising</b> the income coming into the Council through ensuring all our fees and charges keep pace with inflation as a minimum;</p>	Indiv services	<p>58. <b>maximising</b> the income coming into the Council through ensuring all our fees and charges generally align with the rise in inflation</p>	Minor amendment



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<b>taking</b> maximum advantage from central government’s proposals on returning business rates to local control;	Finance	59. <b>taking</b> maximum advantage from central government’s proposals on returning business rates to local control;	No change
<b>implement</b> fair charging for services provided by the Council, where a direct trading relationship exists;	Indiv services	Remove - this is specific to ASC, rather than a broad organisational principle	
<b>implement</b> a self-funded Development Control service, should central government’s proposed Planning Fee Framework be adopted;	P&C	Remove - not yet introduced. Remove until certainty from central govt.	
<b>develop</b> joint-funding arrangements with communities to fund local improvements such as broadband, flood protection and the maintenance of rights of way;	ICT / H&T / P&C	60. <b>develop</b> joint-funding arrangements with voluntary and community sector, parish councils and other community groups to fund local improvements such as ...	No change, other than egs
further <b>rationalising</b> our estate, making greater use of existing buildings and sharing more of our buildings with partners wherever possible.	Asset Management Group	61. further <b>rationalising</b> our estate, making greater use of existing buildings and sharing more of our buildings with partners wherever possible.	No change
<b>Transforming our services to remain affordable and effective</b>			
<b>put in place</b> a series of transformational programmes to reshape services – and in some cases deliver significant savings - over the course of this strategy. For example in the areas of adult social care, cultural and countryside services, communications and ICT;	ASC Eff / C&EP / P&C / SSU	62. <b>Reshape</b> – and in some cases deliver significant savings – where appropriate in a number of services over the course of this strategy. For example in the areas of adult social care, cultural and countryside services, communications and ICT;	Minor amendment
New objective	SSU / Finance	63. <b>Undertake</b> a series of Outcome Based Reviews to ensure services remain effective and can be afforded within the funding available;	Introduction of local review methodology
<b>explore</b> the different ways in which we can work more closely with our partners in the voluntary and community sector, parish councils and other community groups;	Community Involvement Programme Board	Moved to ‘Living Within our Means’ and combined into a single objective around joint-funding arrangements	
<b>develop</b> opportunities for working more cost-effectively with other	C&EP / Children’s /	64. <b>develop</b> opportunities for working more cost-	No change other than

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authorities – for example, around trading standards, environmental health, specialist children’s services and school transport;	H&T	effectively with other authorities – for example, ...	egs
seek to <b>develop</b> new, outsourced models of working for a number of functions, such as our work on promoting tourism.	C&EP	65. seek to <b>develop</b> new, outsourced models of working for a number of functions, such as ...	No change other than egs
<b>Doing what’s important well</b>			
<b>monitor</b> and <b>publish</b> on a quarterly basis a ‘scorecard’ against which local people can assess our progress against the key priority outcomes set out within this strategy and its supporting Council Delivery Plan;	SSU	66. <b>monitor</b> and <b>publish</b> on a quarterly basis a ‘scorecard’ against which local people can assess our progress against the key priority outcomes set out within this strategy and its supporting Council Delivery Plan;	No change
<b>set</b> ourselves appropriately robust and realistic targets for these key priority outcomes and achieve them;	Individual services	67. <b>set</b> ourselves appropriately robust and realistic targets for these key priority outcomes and achieve them;	No change
<b>review</b> our achievement against our key priority measures on an annual basis alongside the refresh of this strategy.	SSU	68. <b>review</b> our achievement against our key priority measures on an annual basis alongside the refresh of this strategy.	No change