

Council Strategy 2019 – 2023

Building on our strengths



West Berkshire
COUNCIL

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Foreword



Nick Carter
Chief Executive



TBC
Leader of the Council

Welcome to the new Council Strategy 2019 to 2023. The message which runs throughout this document and reflects all we want to achieve is ‘Building on Our Strengths’. In the Strategy we focus on the improvements the Council is prioritising in the next four years and on our longer-term journey to 2036.

This journey is set out in the new West Berkshire Vision 2036 – a shared vision for the future, which was developed by the partners of the Health and Wellbeing Board. It is an ambition for the entire District rather than for a specific organisation, seeking to address local challenges and make the most of the future opportunities that exist within West Berkshire.

The purpose of this Strategy is to support that Vision and to set out six important areas that we want to improve between now and 2023. Just as importantly, it reaffirms our commitment to continue delivering the core services that you value so much; services such as emptying bins and recycling, repairing potholes and looking after vulnerable children and adults.

The Strategy builds on our District’s strengths: an affluent area, with a good economy, good transport and communication infrastructure, and great countryside. It builds on our past achievements which include positive inspections of our social care, education services and schools, and significant improvements to local infrastructure

(such as access to superfast broadband, better junctions and roads, and flood prevention and alleviation schemes). Working more closely with our communities will help make sure that our residents continue to receive the services that they need and value.

The identification of the six priorities has been informed by an analysis of future trends, by looking at where we are today and the aspirations and ambitions of our local communities. It also reflects the ongoing challenges faced by the public sector in terms of how local authorities are funded and an increasing level of need for a number of our services, most notably social care. New opportunities, such as new technologies, regional and national infrastructure projects, are also reflected in the Strategy. The District also has a significant need for more housing. Over the coming years we will seek to work with partners to deliver the right number and mix of housing.

The priorities for improvement are interwoven and cannot be delivered in isolation. In order to illustrate this and the links with the aspirations from the Vision 2036, we have grouped them into four themes: Protected and cared for, Open for business, Great place, and Sustainable and innovative together.

The themes, priorities for improvement and commitments in this Strategy will be reflected in the Council’s Medium Term Financial Strategy and will be supported by more specific plans such as the Economic Development Strategy, Workforce Strategy and Housing Strategy. Each service of the Council will produce an annual service plan detailing objectives and targets against which progress will be reported publicly on a quarterly basis.

The Strategy includes our organisation’s overarching values as our guiding principles on how we will provide the improvements. These are as important as the priorities for improvement, to ensure we continue to work together to make West Berkshire an even greater place in which to live, work and learn.

Our District



West Berkshire is a growing district with an estimated population of **157,900** in 2018 expected to grow by 5.4% by 2036.



In 2016, for every resident aged 16-64, there were on average **1.2 jobs** in West Berkshire. This is higher than the South East and Great Britain.



A vibrant economy with **8,975 businesses**, an increase of **17.9%** since 2010.



Healthy life expectancy at birth at 70.1 years for females and 66.4 for males are **higher** than the England average (2014-16). Similarly, life expectancy at birth, at 84.5 for females and 81.1 for males is higher than the national average.



Access to Heathrow Airport in less than **60 minutes** and good connectivity North to South (A34) and East to West (M4).



West Berkshire covers an area of **272 square miles** which is over half of the geographical area of the county of Berkshire. Nearly three quarters of West Berkshire is classified as part of the North Wessex Downs Area of Outstanding Natural Beauty (AONB).

The total number of households (in 2018) was **65,000**



and this is expected to increase by **10% by 2036**. Households will become smaller, 'one person' and 'couple with no other adults' households are set to increase by 16% each by 2036 whilst others will remain relatively stable.



149 Looked after children and more than **680** children in need supported (Mar 2018), both below England averages (as a rate per 10,000 children).



West Berkshire has **51 Sites** of Special Scientific Interest (SSSI), which are of national importance for animal and plant life.



85.3% of 16 to 64 year olds are economically active (people that are not retired, a student, a carer or unemployed). This is higher than the South East and Great Britain averages. (Jun 2018)



Highly qualified workforce, **62.9%** of 16 – 64 year olds living in the area qualified at level NVQ3 and above or general education equivalent. Better than than South East (61.1%) and Great Britain (57.2%). (Dec 2017).



At 10.8 the rate of violent crime per 1,000 population, is significantly **lower** than for South East (23.3) or England (23.7) (2017/18).



The District has **27.7 miles** of motorway, **78.5 miles** of A roads and **773.5 miles** of minor roads (2016).



1,616 older people and vulnerable adults accessing long term support (Mar 2018).

Since 2001 census, an average of **376 new homes** have been built each year.



West Berkshire has **1,900 Listed Buildings, 90 Scheduled Monuments, 53 Conservation Areas, 14 Registered Parks and Gardens and 1 Registered Battlefield** – all these heritage assets contribute to the sense of place of the district

Continuing from the previous strategy

- Key achievements

Thinking about what we want to improve over the next four years, we have reflected on what we achieved through our last Council Strategy, which covered 2015-19. Grouped by Aim, these are:



Better educated communities

- 75.8% of five year olds achieved a Good Level of Development against the Early Years Foundation Stage Profile, putting West Berkshire in the top 10% nationally.
- Over 93% of schools in West Berkshire are rated 'Good' or 'Outstanding' by Ofsted.
- Strong results about the support for children that have Special Educational Needs (SEN) and/or Disabilities are evidenced by the Ofsted and Care Quality Commission's inspection.
- Over 92% of those that applied for a primary or secondary school place - were offered their first choice.
- In the top 10% in England for primary school attendance (Mar 2018).
- Building projects at Little Heath School (sixth form block) and John Rankin Infant and Junior Schools (expansion) were completed. The building of a new school at Highwood Copse was started, and is due to open in September 2020.



A stronger local economy

- The Market Street Regeneration Scheme, which aims to deliver new homes and improve the gateway to Newbury, has begun.
- 94% (69,180) of premises in West Berkshire can receive Superfast Broadband (Sep 2018).
- The Tull Way Flood Alleviation Scheme and the A339/London Road Industrial Estate junction



Protect and support those who need it

- Children and Family Services improved and achieve a rating of 'Good' at the Ofsted inspection in May 2017.
- Five of the six adult social care services managed by the Council were rated 'Good' regarding safeguarding by the Care Quality Commission (Mar 2018).
- More than 2,000 children have received emotional health support from the Emotional Health Academy since it began in 2016.
- Reduced our reliance on agency workers in Children and Family Services from 29.7% of posts in March 2016 to 12.3% in September 2018.



Maintain a high quality of life within our communities

- The new multi-agency Building Communities Together team conducted community conversations across the district. This helped communities to identify local issues and co-design solutions to address them (e.g. support for families with children with autism, reduction in anti-social behaviour).
- Launched the new Community Solutions Fund with Greenham Common Trust, making £400,000 available to local communities, which they can invest in projects to help them become more sustainable.
- Developed the West Berkshire Vision 2036 with the Health and Wellbeing Board, setting the aspirations for the District's future.
- Agreed devolution deals with town and parish councils to increase sustainability of local services. This included the transfer of Hungerford Library to Hungerford Town Council, and playgrounds and open spaces to Thatcham Town Council.



Become an even more effective council

- Invested £39m in commercial property. We will continue to invest up to £100m, expecting to generate a profit of £2m per year starting 2021/22. This profit will be used to support local services.
- Launched the West Berkshire Lottery to support the local voluntary and community sector.
- Started a three-year programme of reviewing what we do to identify new ways of delivering each of our services to ensure better outcomes for service beneficiaries.
- The Public Protection Partnership started in 2017, sharing Environmental Health & Licensing and Trading Standards services with Bracknell Forest and Wokingham Councils.

Building on our strengths – strategic framework

In determining which areas to focus on, and prioritise for improvement over the next four years, we have analysed our district's profile, our achievements against our previous Council Strategy, and the needs of our residents. We have also considered the long term aspirations identified in the West Berkshire Vision 2036, and aligned our six new **priorities for improvement** (priorities) to them. We have also listened to the feedback we have received from our residents across a range of consultation exercises.

We have identified our priorities by considering the areas in which we either compare less favourably nationally or with other similar local authorities, or where we need to continue to do well in order to maximise the outcomes for our residents and businesses.

Our priorities are grouped into four broad **themes** in order to illustrate their interdependence and the links to the West Berkshire Vision 2036. It is our aim to ensure our complex and wide ranging services adopt a collaborative approach to working to achieve these improvements.

In addition to the priorities, a key component of our Council Strategy relates to the delivery of our **core business**. These are the services that we are legally required to provide, of which there are more than 700 and include:

- Protecting our children.
- Maintaining our roads.
- Collecting your bins and keeping the streets clean.
- Providing benefits.
- Collecting Council Tax and business rates.
- Ensuring the wellbeing of older people and vulnerable adults.
- Planning and housing.

As illustrated by our achievements section, many of these services are delivered at a very high standard and this will remain unchanged going forward.

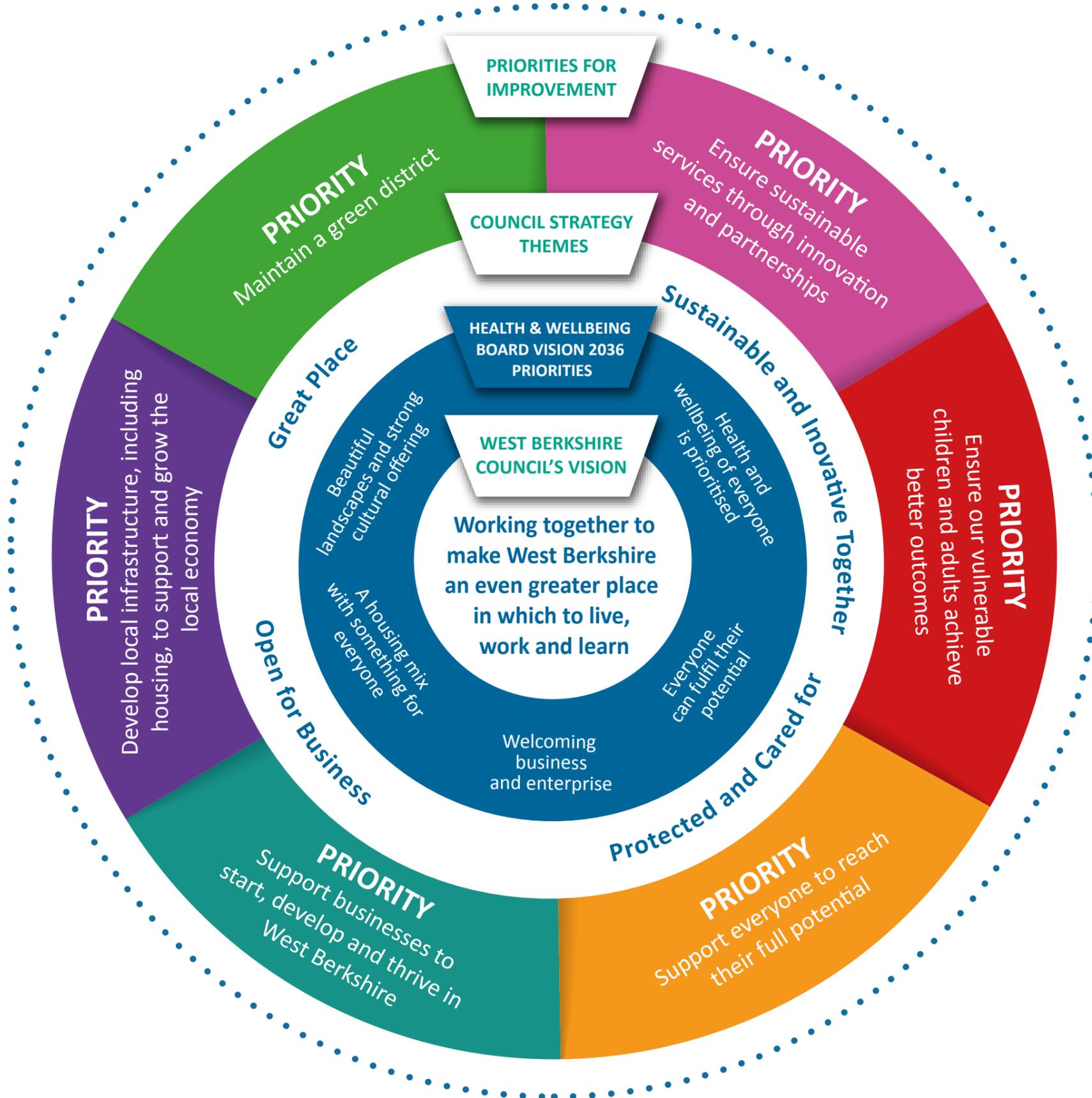
The way we do things is as important as what we do, and as such, our elected members, managers and employees have reviewed **our overarching values** and selected three new ones that reflect our current culture and behaviour:

- Integrity
- Customer focused
- Fairness

The diagram on the next page illustrates the Strategy's framework, and subsequent sections provide the details for each priority including the needs (what we know) and commitments (what we will do).



West Berkshire Council Strategy 2019-2023



Core Business 2019 - 2023

The Council provides over 700 mandatory, core services which it believes are essential for the communities of West Berkshire. These include:

- Protecting our children
- Maintaining our roads
- Collecting your bins, recycling and keeping the streets clean
- Providing benefits
- Collecting Council Tax and business rates
- Ensuring the wellbeing of older people and vulnerable adults
- Planning and housing

Overarching Values

Integrity

'we act with integrity ensuring all decisions are lawful, transparent and impartial'

Customer focused

'we listen to our customers and do our best for them'

Fairness

'we will always treat everyone fairly'

Ensure our vulnerable children and adults achieve better outcomes



What this means

The Council has specific statutory duties to provide safeguarding and care to vulnerable children and adults. Over the last few years good progress has been made to improve our services. We have achieved an Ofsted rating of 'Good' for our Children and Family Service, and five out of six Adult Social Care services have been rated 'Good' or better by the Care Quality Commission. We are also on track to ensure the remaining service achieves this too.

Good quality services should translate into good outcomes for the people they serve. We are

constantly monitoring these outcomes to identify and address the ones that are not at the levels we would like or expect. The focus of this priority is to improve outcomes such as:

- Keeping children and young people safe from abuse and neglect through early intervention.
- Helping our looked after children and other vulnerable children to reach their potential.
- Ensuring high quality services are provided by us or by service providers commissioned by us to our vulnerable adults and older people.

What we know

In terms of vulnerable children and young people, there are a number of areas that we aim to focus on, namely:

- Reduce the rate of repeat referrals to Children and Family Services.
- Reduce the rate of children that had a repeat Child Protection Plan.
- Improve outcomes for looked after children relating to offending, substance misuses, education attainment and placement at distance from home.
- Increase the proportion of care leavers in suitable accommodation.

For our vulnerable adults and older people we need to do more in terms of:

- Reviews of Adult Social Care service users cases completed in a timely manner.
- Adult Social Care service users' achievement of full independence following discharge from hospital.
- Adult Social Care service users' perception of feeling safer and more secure after receiving services.

The levels of need on a range of Council social care services are increasing, particularly in relation to the number of children with Child Protection Plans and the number Adult Social Care long-term care packages.

New and emerging risks associated with these services will continued to be monitored and addressed in order to protect vulnerable children and adults.



What we will do

In delivering this priority for improvement, we are committing to:

1. Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention services.
2. Improve outcomes for our looked after children and other vulnerable children and adults.
3. Ensure better outcomes for social care users and improved satisfaction.
4. Safeguard against new and emerging risks.
5. Support more vulnerable young adults into employment.



Support everyone to reach their full potential

What this means

West Berkshire is an affluent part of the country and the majority of our residents enjoy long and healthy lives, lower mortality rates from preventable causes and most children are better prepared for school at the end of reception year, when compared to regional or national averages. We are one of the least deprived areas, nationally.

However, there are parts of the District that are not doing as well as we would like. This priority is therefore about identifying and addressing barriers that create such gaps in education, health and wellbeing particularly for children and their families.

It is also about engaging with geographical communities, or communities of need, to identify causes and solutions to issues that prevent them from achieving their full potential.

What we know

There are a number of areas where some places in West Berkshire do not do as well as the rest of the District. Some small geographical areas in Greenham and Thatcham North are amongst the most deprived in the country in terms of crime, education and income. There is also significant variation amongst geographical areas in terms of life expectancy and mortality from preventable causes. Residents living in the more deprived wards are expected to live approximately 10 years less than those in the least deprived ones.

There are a number of areas where more needs to be done to achieve a better relative position when compared with similar local authorities or nationally. These include: nursery providers' Ofsted ratings, educational attainment of pupils on Free School Meals and house prices compared to average salary.



In addition, unhealthy behaviours such as inactivity, smoking and poor diet are responsible for the greatest burden of ill-health and early death across West Berkshire. These risk factors are also not distributed equally across our population with unhealthy lifestyles more common amongst more deprived socio-economic groups.

We know that one of our many strengths is our relationship with our various communities. We therefore propose to collaborate more with our town and parish councils, the voluntary and community sector, and with communities and residents in order to identify and address local issues.

What we will do

In delivering this priority for improvement, we are committing to:

1. Support everyone on their learning journey to achieve their best.
2. Improve the health and wellbeing of our residents through appropriate interventions and policies.
3. Help people to help themselves and others.





Support businesses to start, develop and thrive in West Berkshire

What this means

West Berkshire has a strong economy and is part of the Thames Valley economic 'power house'. The District has a vibrant business sector, with a growing number of businesses. As a result, it compares favourably nationally in terms of unemployment, the proportion of workless households and gross weekly pay. It also has a skilled and creative workforce.

The social and economic benefits of a strong business sector are further enhanced by the Government's commitment to give local authorities greater control over the resources they raise locally, for the benefit of local people.

West Berkshire was part of the business rates retention pilot scheme in 2018/19 which will continue for 2019/20.

Even though our business sector is in a strong position, both regionally and nationally, we are prioritising this area for further improvement given its significance for local residents, the services we provide, and the increasing national competition to attract and grow businesses. It will also help to ensure we make the most of any opportunities that might arise from the UK's relationship with the European Union and countries around the World.

What we know

In West Berkshire there were approximately 5,700 properties registered for business rates (September 2018), after a 4.4% net increase compared to last year. In a competitive regional and national environment all such businesses, especially the new ones, need the best support to start and flourish.



With low unemployment rates, and the number of jobs in the area higher than the resident working population, West Berkshire is attractive to people looking for work across the South East. This is helped by a good digital and transport infrastructure.

The District has one of the best rural broadband speeds in the country according to ThinkBroadband. In addition, Newbury has been identified as the town with the best 'Digital Influence Index' in the UK (May 2018). This means our businesses are good at maintaining an online presence and therefore more likely to be discovered by online customers, which may translate into increased physical footfall and sales. TechNation's report rated Newbury as the top 'tech town' in the UK (2018).

Whilst the District offers excellent opportunities for businesses, the Council needs to do even more to support start-ups and business growth. This is because the needs of our residents are better met by a strong economic sector, which will be enhanced by virtue of the Council piloting the Business Rates Retention Scheme. This will mean that the Council will be better able to continue to support the services that matter most to our local residents. In addition, the Council has a significant impact on the local economy as one of the main employers in the District, through its regulatory

and planning functions and as an operator or commissioner of key local services, such as leisure, waste collection and infrastructure maintenance and development.

Given the uncertain and evolving international business environment as a result of the 2016 referendum decision to leave the European Union, there is a clear need to ensure that the Council enables local businesses to maximise the opportunities expected from the UK developing new international trade relationships.

What we will do

In delivering this priority for improvement, we are committing to:

1. Improve the help and guidance for start-ups and existing small businesses to grow, including by facilitating access to business incubators, or similar resources/initiatives.
2. Ensure our planning policies enable start-up and growth of businesses in the District.
3. Provide incentives and opportunities to enable businesses to grow.





Develop local infrastructure, including housing, to support and grow the local economy

What this means

Following on from the previous Council Strategy, we will continue the development of our local physical and digital infrastructure.

Physical infrastructure includes:

- Key regeneration schemes, such as the London Road, the Market Street and the Sterling Cables developments that will be progressed during the lifetime of this Strategy.
- Flood prevention and alleviation schemes, for example Lambourn West, Grazeley Green, Stanford Dingley, East Thatcham and North Thatcham.
- Travel and transport infrastructure, such as enhancements to the Newbury railway station.

This priority also includes a commitment to address housing needs. This will combine a number of actions which will facilitate the building of the right size, type and number of homes needed by our residents and will support an increase of the affordability of housing in the District.

The digital infrastructure development will build on the District’s excellent connectivity to Superfast Broadband, and create opportunities for West Berkshire to benefit from the latest technological advances. This work will see us as part of the ‘Smart City Cluster’ project, which is funded by the Thames Valley Local Enterprise Partnership. This project will see investments in smart technology and in infrastructure to support the “Internet of Things”.

Such infrastructure will allow devices to connect, interact and exchange information, and help to improve areas such as transport, energy management, assisted living and the environment. As a result, information as an asset becomes even more important and we will look to improve how we use it.

What we know

The main need is about continuing the developments of the District’s infrastructure to address local residents and businesses’ needs in terms of key redevelopments, housing, transport, travel and digital infrastructure.

The demographic change needs to be managed in terms of how our communities will develop. Our Local Plan to 2026, which sets our planning policies, determines how land is used and what will be built and where, is currently being reviewed to cover the period up to 2036. Whilst it is being finalised, the housing need suggested by the Government in November 2018 is of 551 dwellings per annum (to be reviewed in 2020) will be used as the basis of the new Local Plan. The housing need is also assessed in terms of affordability and suitability for residents, and for particular groups. This is evidenced by indicators such as the average house price to earnings ratio and the number of applicants on the Council’s Housing Register.

Infrastructure needs, such as moving towards a more mobile and flexible working pattern, greater connectivity to town centres, and employment centres and a shortage of employment land will have to be addressed to attract more new businesses to West Berkshire, including companies looking to secure a location within one hour’s drive of Heathrow.

The Local Transport Plan 2011-2026 highlights the needs relating to travel (to reduce congestion and improve traffic flow), access to services and facilities, and transport infrastructure (improve key junctions, roads and Newbury Railway Station).

The Council will need to ensure West Berkshire benefits from future improvements to the strategic road networks, including the development of the Cambridgeshire to Oxford express ways, and the delivery of additional capacity created by

transforming M4 J12 to J3 into a smart motorway.

Another set of needs for physical infrastructure improvements are as a result of the work done to understand the causes of the 2013/14 flooding in the District. We need to continue to implement flood prevention and alleviation schemes, over the life of the Strategy.

The digital infrastructure and information assets are another dimension to focus on. Whilst the Superfast Broadband project to ensure the District is one of the best connected places in the country is almost complete, we still need to ensure West Berkshire is future-proofed and making the most of advances in technology such as 5G networks, development of autonomous vehicles and ‘Smart Cities Cluster’ initiatives. We will need to develop and better use the informational assets for the benefit of local residents and the local economy.

The District’s culture, sport and leisure infrastructure and activities are positively impacting health and wellbeing and, educational achievement, reducing loneliness and bringing communities together. Changes over the last few years in how such assets and activities are managed means that the Council needs to continue to build up relationships with local organisations to achieve a level of collaboration and coordination that result in financial viable services.

What we will do

In delivering this priority for improvement, we are committing to:

1. Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation schemes, and travel and transport infrastructure.
2. Further develop digital infrastructure and information assets in the District.
3. Enhance the arts, culture and leisure offering in the District.



Maintain a green district

What this means

The North Wessex Downs Area of Outstanding Natural Beauty (AONB), a landscape of the highest national importance, covers 74% of West Berkshire and makes a significant contribution to the uniqueness of the District.

We need to ensure that the protection of the District's environment and heritage remains a priority, and its high quality and diverse landscape character is maintained. Striking a balance between

the need for improvements in infrastructure, especially housing, and keeping the District as an attractive place to live, work and learn is paramount.

We will focus on protecting and enhancing our environment through pioneering technologies which contribute to reducing the impact of transport, maximising opportunities relating to green energy management solutions, using our assets better and looking at the way in which we deliver our services.

What we know

Some of the advantages of the District also present a number of associated challenges that we need to manage in relation to their impact on the environment.

The strong transport network in the District ensures excellent road and rail connections with key urban centres in southern England (London, Reading, Southampton, Portsmouth, Bristol, Oxford, and Swindon). Whilst more recently West Berkshire reached the top 10 local authorities for the number of electric vehicles in the South East, we still have one of the highest consumption rates for fuel in the region, due to the extent of our principal roads network. As a result the Council has declare two air quality management areas (one in Newbury and one in Thatcham) due to pockets of poor air quality in particular relating to nitrogen dioxide (NO2). Levels have decreased since 2015 but further work still needs to be done. Solutions include improvements of our infrastructure for greener travel, such as cycle routes and more electric vehicle charging points, and make better use of renewable energies.



In terms of cycle routes, an example of a specific need is to achieve a suitable standard for commuters travelling at higher speeds than on a leisure route. This has been identified at regional level to improve cycling routes and connectivity between Newbury and Windsor. As part of this the link between Newbury- Thatcham – Calcot – outskirts of Reading needs to be delivered by the Council.



The International Renewable Energy Agency estimates that, as cost decline for solar and wind technologies, renewable power is an increasingly competitive way to meet new energy generation needs compared with the fossil fuel-fired power generation. There is a need in this domain for the council to develop approaches to support the green energy production, storage and utilisation in the area, whilst protecting the AONB.

What we will do

In delivering this priority for improvement, we are committing to:

1. Develop more sustainable transport solutions which protect the environment.
2. Promote and improve cycle ways in the District.
3. Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy.
4. Minimise the impact on the environment in delivering services such as the use of assistive technologies in social care.



Ensure sustainable services through innovation and partnerships

What this means

This priority focusses more on improvements in the way we deliver our services, rather than the services we provide. It covers three main aspects:

Sustainability

In an increasingly challenging financial climate, combined with an increase in demand for our services, especially in social care, we need to ensure we continue to manage our finances effectively.

Innovation

Innovation will become an even more crucial part of the way the Council manages its resources.

We will need to take advantage of new technologies which will help us to continue to deliver services in a better way.

Partnerships

Working with other public sector partner services, the voluntary and community sector, local businesses, the communities and residents of West Berkshire is at the core of our philosophy, and reflected in the Council's Vision: 'Working together to make West Berkshire an even greater place in which to live, work and learn'.

What we know

The Council is operating in an increasingly challenging financial climate and over the last nine years we have had to make savings of £60 million as a result of reduced funding from Central Government. This has only been possible by increasing the efficiency of our services (delivering 38% of total savings), reducing some of our administrative functions and transforming how we deliver services (20%), and increasing income (12%) whilst protecting, as far as possible, the services (particularly the statutory services) provided to local residents.

The Council's resources have been put under further pressure by the increasing levels of need for our services, particularly in social care.

Almost half of the Council's budget is spent on social care services so any increase in demand in this area will have significant financial consequences for the Council.

Linked to managing demand, we are reviewing our services and processes in order to identify new ways in which we can achieve better outcomes for our residents and services users. In order to progress this in a systematic way, in 2017, we started a service review and transformation programme called New Ways of Working and this will need to continue over the life of this Strategy. The programme includes a component focusing on increasing access to technology and digitisation as solutions to work in a more efficient and effective way.

The implementation of innovative approaches in service delivery has meant that many of our services have moved online and included engaging more with users to understand their needs and views on the services we provide. Continuing this approach will help us to better understand and ensure that we act on the feedback and information we receive, as well as, to identify new ways of working for improved outcomes.

However, we fully recognise that some of our residents are unable to take advantage of online services, advice and information and we will use data to find ways to continue to provide services in the most appropriate way to them too.

Based on our successful track record of partnership working, there is a clear need to further expand the 'working together' approach that brings together knowledge, skills, innovation resources and other resources. Evidence of partnership working which results in our communities and residents receiving the services that they need and value most includes:

- The Health and Well-being Partnership,
- Building Communities Together Partnership,
- Shared services with other local authorities (e.g. Public Protection Partnership),
- Co-location of Police and Council officers within the Building Communities Together team,
- Our devolution agreements with town and parish councils but also work with local volunteers to deliver library services,
- Our work with local communities to identify local needs and empower residents to implement solutions in response to such needs.

As the organisation continues to change, we need to ensure that we have a workforce with the appropriate knowledge and skills to deliver changing services.

What we will do

In delivering this priority for improvement, we are committing to:

1. Expand our work with partner organisations and communities to improve services for local residents.
2. Increase the sustainability of our business models by expanding on the initiatives to generate income for supporting vital Council's services.
3. Implement a Workforce Strategy which supports leadership development, recruitment and retention and employee wellbeing.
4. Use data to better understand our services' beneficiaries to improve the way we interact with them and the services we provide.



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WBC/SS/CB/0119