

# Council Strategy Delivery Plan

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	13 February 2020
<b>Portfolio Member:</b>	Councillor Lynne Doherty
<b>Date Portfolio Member agreed report:</b>	30 January 2020
<b>Report Author:</b>	Catalin Bogos
<b>Forward Plan Ref:</b>	EX3815

## 1. Purpose of the Report

To inform the Executive of the proposed performance measures and associated targets to be used as part of the Council Strategy Delivery Plan in order to monitor the progress of the Council Strategy 2019/23 delivery.

## 2. Recommendation

To approve the performance measures and targets to be used for reporting at Executive level as part of the 2019/20 Council Strategy Delivery Plan.

## 3. Implications and Impact Assessment

Implication	Commentary			
<b>Financial:</b>	The MTFS, due for approval by Council in March of this year, will be aligned with the Council Strategy. Progress against some of the measures and targets included in the Delivery Plan will start to be reported once specific additional financial resources have been approved.			
<b>Human Resource:</b>	None			
<b>Legal:</b>	None			
<b>Risk Management:</b>	The approval of new targets will inform the quarterly risk identification and assessment process.			
<b>Property:</b>	None			
<b>Policy:</b>	The Council Strategy is part of the Council's approved Policy Framework			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or	Y			The proposed targets and measures detail the improvements and outcomes the Council seeks to deliver for all residents in the district. These include improved outcomes for vulnerable children and adults, and supporting everyone to reach their full potential.

accessed, that could impact on inequality?				
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?				The proposed measures and targets reflect the planned impact expected for all West Berkshire residents including people with protected characteristics.
<b>Environmental Impact:</b>				Any environmental impact is detailed as part of the measures and targets proposed.
<b>Health Impact:</b>				Any health impact is detailed as part of the measures and targets proposed.
<b>ICT or Digital Services Impact:</b>				Any ICT/Digital impact is detailed as part of the measures and targets proposed.
<b>Council Strategy Priorities or Business as Usual:</b>				The proposal will ensure that all Council's Priorities for improvement and core business areas are appropriately performance managed.
<b>Data Impact:</b>				None
<b>Consultation and Engagement:</b>	All Heads of Service All Directors and Chief Executive All Portfolio Holders Overview and Scrutiny Management Commission			

## 4. Executive Summary

- 4.1 In May 2019, the Council approved the Council Strategy 2019/23 Building on Our Strengths. The approval of the strategy included the requirement that a Delivery Plan is developed to support the Council Strategy.
- 4.2 This report details the key performance measures and targets for reporting at the Executive level that will form part of the Council Strategy Delivery Plan.
- 4.3 All Heads of Service, Directors, Portfolio Holders and the Chief Executive have been consulted as part of the process to produce the Delivery Plan. For each commitment of the Council Strategy, it details the actions that will be implemented and the expected outcomes. Key performance measures and targets are providing the specific details required for monitoring the progress in delivering the Council Strategy priorities for improvement and core business areas.
- 4.4 The Delivery Plan is built based on the principle of *reporting what is relevant to the appropriate level for decision making*. This report highlights, on Teale background only the measures for reporting at Executive (Appendix C1).
- 4.5 A number of placeholders for performance measures have been used and a few targets are to be confirmed (TBC). In most cases, these relate to activities and stretch targets for which a process to allocate additional financial resources is yet to be

concluded. Additional financial implications/requirements are listed in the appendix C1 against each measure.

- 4.6 The Overview and Scrutiny Management Commission (OSMC) has scrutinised a draft version of the Delivery Plan. The Commission provided valuable recommendations and comments. Whilst concluding that the framework and the structure of the Delivery Plan are appropriate, OSMC highlighted that too many KPIs were included for reporting to Executive and Corporate Board, that rebalancing was needed as too many measures related to improvements and too few to core business/maintaining strong performance. OSMC suggested that some milestone type KPIs (dated or action related Strategic Plan/Goal type measures, that will result in outcomes type KPIs once completed), should be marked as 'Strategic Goals'. The OSMC's recommendations are reflected in the final version of the Delivery Plan (Appendix C1)

#### 4.7 **Proposals**

- (a) To approve the list of Council Strategy Delivery Plan measures for reporting at Executive level and associated targets (Appendix C).

### 5. **Other options considered**

- 5.1 The Delivery Plan was produced as a result of the Full Council's decision in May 2019 to adopt the Council Strategy 2019/23. The production of the plan was based on an iterative process with the consultation and engagement of officers and members (including OSMC) and as a result there are no alternative options suggested.

### 6. **Conclusion**

- 6.1 The approval of the Delivery Plan provides the additional level of detail, in terms of actions, outcomes, performance measures and targets, needed to be able to evidence the progress made with the delivery of the Strategy's Priorities for improvement and core business areas.

### 7. **Appendices**

Appendix A – Equalities Impact Assessment

Appendix B – Data Protection Impact Assessment

Appendix C1 – Council Strategy Delivery Plan Extract - Measures for reporting at Executive

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**Background Papers:**

None

**Subject to Call-In:**

Yes:  No:

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months

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**Wards affected: All**

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**Officer details:**

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## Appendix A

### Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- (1) *A public authority must, in the exercise of its functions, have due regard to the need to:***
  - (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
  - (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:***
    - (i) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
    - (ii) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
  - (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***
- (2) *The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.***
- (3) *Compliance with the duties in this section may involve treating some persons more favourably than others.***

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

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<b>What is the proposed decision that you are asking the Executive to make:</b>	To approve the Council Strategy Delivery Plan
<b>Summary of relevant legislation:</b>	n/a
<b>Does the proposed decision conflict with any of the Council's key strategy priorities?</b>	The Delivery Plan provides the details regarding the delivery of each priority for improvement or core business area of the Council Strategy
<b>Name of assessor:</b>	Catalin Bogos
<b>Date of assessment:</b>	17/01/2020

Is this a:		Is this:	
Policy	Yes/No	New or proposed	Yes/No
Strategy	Yes/No	Already exists and is being reviewed	Yes/No
Function	Yes/No	Is changing	Yes/No
Service	Yes/No		

<b>What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	To provide the details required for monitoring the progress of the Council Strategy delivery
<b>Objectives:</b>	To agree the Measures and targets of the Council Strategy Delivery Plan
<b>Outcomes:</b>	Approved measures, targets and reporting level.
<b>Benefits:</b>	Support the performance management for the delivery of the Council Strategy.

<b>Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</b>		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age		
Disability		
Gender Reassignment		
Marriage and Civil		

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Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
<b>Further Comments relating to the item:</b>		
The proposed targets and measures detail the improvements and outcomes the Council seeks to deliver for all residents in the district. These include improved outcomes for vulnerable children and adults, and supporting everyone to reach their full potential.		

<b>Result</b>	
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> Actions listed in the Delivery Plan provide the details required for monitoring progress with the delivery of the Council Strategy which includes priorities around improving outcomes for vulnerable children and adults, and supporting everyone to reach their full potential.	
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> The Council Strategy and the delivery plan are aiming to achieve positive outcomes for people living or working in the District.	

**If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.**

**If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).**

<b>Identify next steps as appropriate:</b>	
<b>Stage Two required</b>	
<b>Owner of Stage Two assessment:</b>	
<b>Timescale for Stage Two assessment:</b>	

**Name: Catalin Bogos**

**Date: 17/01/2020**

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Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) ([rachel.craggs@westberks.gov.uk](mailto:rachel.craggs@westberks.gov.uk)), for publication on the WBC website.



## 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](mailto:dp@westberks.gov.uk)

Directorate:	Resources
Service:	Legal and Strategic Support
Team:	Performance, Research and Risk
Lead Officer:	Catalin Bogos
Title of Project/System:	Council Strategy Delivery Plan
Date of Assessment:	17/01/2020

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

	Yes	No
<p><b>Will you be processing SENSITIVE or “special category” personal data?</b></p> <p><small>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”</small></p>	<input type="checkbox"/>	x <input type="checkbox"/>
<p><b>Will you be processing data on a large scale?</b></p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	x <input type="checkbox"/>
<p><b>Will your project or system have a “social media” dimension?</b></p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	x <input type="checkbox"/>
<p><b>Will any decisions be automated?</b></p> <p><small>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?</small></p>	<input type="checkbox"/>	x <input type="checkbox"/>
<p><b>Will your project/system involve CCTV or monitoring of an area accessible to the public?</b></p>	<input type="checkbox"/>	x <input type="checkbox"/>
<p><b>Will you be using the data you collect to match or cross-reference against another existing set of data?</b></p>	<input type="checkbox"/>	x <input type="checkbox"/>
<p><b>Will you be using any novel, or technologically advanced systems or processes?</b></p> <p><small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small></p>	<input type="checkbox"/>	x <input type="checkbox"/>

**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.**