

Draft Council Strategy 2023-2027

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| Committee considering report: | Council |
| Date of Committee: | 05 October 2023 |
| Portfolio Member: | Councillor Lee Dillon |
| Date Portfolio Member agreed report: | 14 September 2023 |
| Report Author: | Catalin Bogos - Performance, Research and Consultation Manager |
| Forward Plan Ref: | C4417 |

1 Purpose of the Report

- 1.1 To inform Members of the feedback received from the consultation on the Draft Council Strategy 2023 – 2027 and to request that the Strategy (amended in response to the consultation feedback and including the Council Strategy Delivery Plan) is adopted by the Council. A new strategy is needed to set the Council’s direction for the next four years by defining new priority areas based on changes to the external and internal intelligence about residents’ needs, including the feedback received from our residents’ surveys, consultations and the results of the local elections.

2 Recommendation(s)

- 2.1 That Council adopts the West Berkshire Council Strategy for 2023 – 2027, including the Council Strategy Delivery Plan, (see Appendix B) which includes the changes proposed within this report as a result of feedback from consultation.

3 Implications and Impact Assessment

| Implication | Commentary |
|------------------------|--|
| Financial: | The MTFS (Medium Term Financial Strategy) will be fully aligned with the new Council Strategy. |
| Human Resource: | None. |
| Legal: | None. |

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| Risk Management: | None. | | | |
| Property: | None. | | | |
| Policy: | The Council Strategy is part of the Council's approved Policy Framework. | | | |
| | 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? | <input checked="" type="checkbox"/> | | | The decision to note and use the feedback from consultation in finalising the Council Strategy aims to expand the understanding of the impact of the proposed outcomes and priorities have on local residents and reduce inequalities. |
| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | <input checked="" type="checkbox"/> | | | The new Council Strategy is setting the strategic direction for the next four years with expected improvements on a number of prioritised areas. Changes in policy impacting on groups of population with protected characteristics will involve specific Equality Impact Assessments. |
| Environmental Impact: | <input checked="" type="checkbox"/> | | | The approval of the strategy results in prioritising a number of outcomes which are expected to positively impact the environment. |
| Health Impact: | <input checked="" type="checkbox"/> | | | The approval of the strategy results in prioritising a number of outcomes which are expected to positively impact the health of the residents. |

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| ICT Impact: | <input checked="" type="checkbox"/> | | | The approval of the strategy results in prioritising a number of outcomes which are expected to positively impact the ICT infrastructure of the Council. |
| Digital Services Impact: | <input checked="" type="checkbox"/> | | | The approval of the strategy results in prioritising a number of outcomes which are expected to positively impact the digitisation of service. |
| Council Strategy Priorities: | <input checked="" type="checkbox"/> | | | The report highlights respondents' views about proposed/draft priorities which informed the final version of the strategy, setting out the priorities for 2023-2027. |
| Core Business: | | <input checked="" type="checkbox"/> | | The proposed strategy focuses on priorities for 2023-2027 providing assurance that core business/mandatory services will continue to be delivered by the services as part of the priorities and also monitored in detail through service plans. |
| Data Impact: | | <input checked="" type="checkbox"/> | | The report expands the evidence base used to produce the Council Strategy by reporting respondents' views on the draft Council strategy 2023 – 2027. |
| Consultation and Engagement: | This paper reports the findings following public consultation on the draft Council Strategy 2023 – 2027 and how these have informed the final version of the strategy. Council staff and Portfolio Holders have been engaged in finalising the council strategy based on this feedback. | | | |

4 Executive Summary

- 4.1 Extensive consultation and engagement have taken place to produce a draft Council Strategy 2023 – 2027. In addition, the Council has further consulted on this draft before producing the final version of the Strategy (see Appendix B) and consideration was given to pledges in the political programme voted by residents at the local elections in May 2023.
- 4.2 A new strategy is needed to cover the next electoral cycle, setting up the priority areas, the goals and the outcomes the Council will be focusing on, whilst continuing to deliver

all the mandatory services. The previous Council Strategy expired on the 31st of March 2023.

- 4.3 This paper is summarising the findings of the consultation on the draft Council Strategy 2023 – 2027. These findings informed the process of finalising the Council Strategy document (see Appendix B).
- 4.4 The response rate to the consultation has exceeded the levels achieved for previous similar consultations on the draft council strategies. Responses have been received from residents, partner organisations and service providers, councillors and council employees.
- 4.5 The majority of the respondents stated that they ‘Agree’ or ‘Strongly agree’ with the proposed priorities and associated outcomes. The priority about the environment had the highest percentage of positive responses (75%). ‘The one focusing on our Communities had the lowest (63%) as a relatively higher proportion of respondents (23%) ‘Neither agreed nor disagreed’ with this priority.
- 4.6 Some of the residents who responded to the consultation provided additional qualitative feedback to express support for particular aspects of the priorities and outcomes included in the draft strategy or to highlight areas that they would prioritise.
- 4.7 The qualitative responses have been grouped into a few broader themes. The feedback received from respondents has been considered by officers and councillors. The response to the feedback has informed the proposals included in this report which are reflected in the version of the Council Strategy 2023 – 2027 enclosed as Appendix B.
- 4.8 This paper asks for Council’s approval of the final version of the Council Strategy 2023 – 2027, including the Council Strategy Delivery Plan.

5 Supporting Information

Introduction

- 5.1 The Council Strategy 2023 - 2027 sets out what the Council aims to achieve over the next four years. This includes its priority areas and the outcomes it seeks to achieve through the delivery of the strategy. It includes the Council Strategy Delivery Plan which provides details about the specific performance measures and targets associated with the outcomes and priorities of the strategy.
- 5.2 A new strategy is needed as the previous Council Strategy expired on the 31st of March 2023.
- 5.3 A draft strategy has been produced based on a statistical analysis of the needs of West Berkshire’s residents and based on residents’ views about what is important for them. These views have been collected through residents’ surveys and other engagement session with ‘seldom heard’ residents. In addition, the Council has conducted a further consultation about the outcomes included in the draft Strategy, which were grouped under five priorities.

- 5.4 Comments were invited on the draft Council Strategy 2023 – 2027 between 13th January and 26th February 2023. Comments were able to be submitted by the public or organisations via an online survey or through paper copies. The consultation was published on the Council’s website and social media channels, and media releases were sent to the local media. Key target groups, organisations and stakeholders were also contacted directly by email and encouraged to comment. Posters have been distributed and displayed at key Council’s locations promoting the consultation and hard copies were available at corporate buildings.

Background

- 5.5 A total of 178 responses were received to the consultation exercise, which is higher than the numbers received in response to previous similar consultations on draft council strategies. These responses can be summarised as follows (multiple options selection was allowed):
- (a) 161 (90.4%) from residents of West Berkshire;
 - (b) 8 (4.5%) from West Berkshire Business owners,
 - (c) 3 (1.7%) from employees of a West Berkshire Business
 - (d) Other responses were from West Berkshire Council employees (9.6%), Town and Parish Councillors (5.6%), District Councillors (1.1%), partner organisations (2.2%), West Berkshire Council service providers (0.6%), other (Education and School governors).
- 5.6 Section 149 of the Equality Act 2010 sets out the public sector equality duty which, in the exercise of its functions, includes the requirement to have due regard to eliminate discrimination, to advance equal opportunity and foster good relations. As a result, it was decided to offer an opportunity for respondents to provide information on their equalities characteristics:
- (a) The age groups 45-54, 55-64 and 65-74 had the highest proportion of respondents (ranging from 14.9% to 33.1%).
 - (b) A total of 91.1% of the people that responded were from a White English, Welsh, Scottish, Northern Irish or British ethnic background.
 - (c) Of the total respondents: more females responded to the consultation and 0.8% selected ‘Other’ for their gender;
 - (d) 27.5% of total respondents considered themselves to have a disability.
 - (e) 9.6% were the primary carer for an elderly or disabled person.
 - (f) Between 23% and 37% of respondents did not respond to some of the equalities questions.

6 Themes resulting from the qualitative analysis of the responses to the consultation

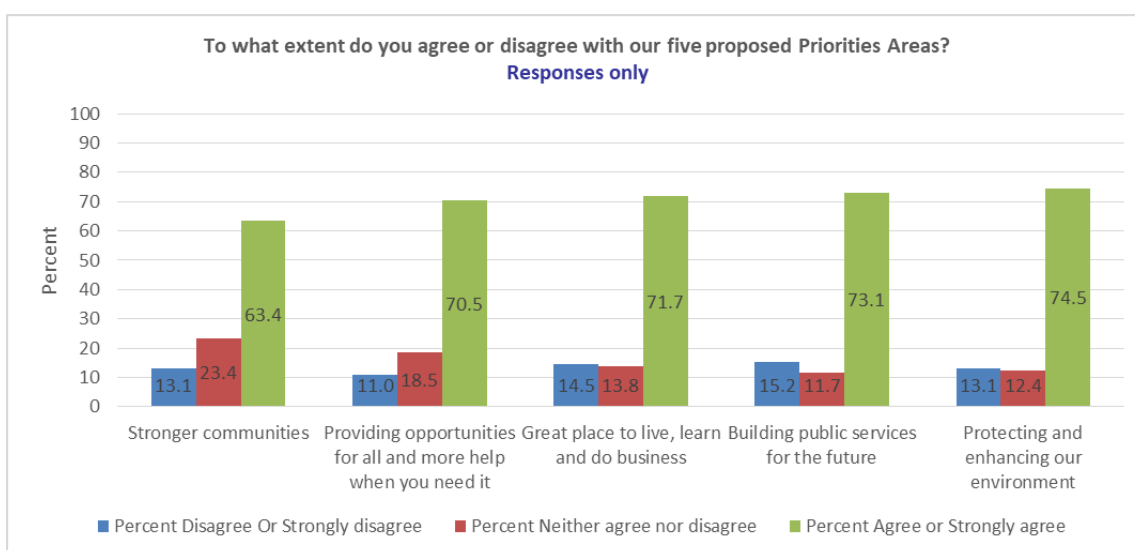
- 6.1 A number of distinct themes have resulted from the qualitative analysis of the 178 responses received as part of the consultation activity.
- 6.2 The themes are listed starting with the one that included the highest number of comments/responses.

Theme 1: Clarity about the reassurance provided that the Council will continue to deliver the statutory functions

- 6.3 The vast majority of respondents (139 of 173 respondents) agreed that it is clearly stated in the strategy that the Council will continue to deliver its statutory functions, in addition to the proposed priority areas of the Council Strategy.
- 6.4 21 of the 34 respondents that disagreed with this statement went on to explain their answers through similar responses to the other questions of the survey and which are listed below.
- 6.5 **Response:** To provide further assurance, a Council Strategy Delivery Plan is included as part of the Council Strategy to ensure that the core statutory functions are performance managed under the relevant priorities.

Theme 2: Positive feedback on the proposed priorities and commitments

- 6.6 68 of the 147 respondents who rated the priorities, 'Agreed' or 'Strongly Agreed' with **all five** priority areas. Individual priorities scored between 108 (75%) positive responses for the environment related priority, to 92 (63%) for priority about our communities. For the latter there is a relatively higher proportion of people that provided a neutral answer (23%), compared to 12% to 19% for the other priorities.



- 6.7 Comments included: 'These areas of importance are central to us all', 'We agree with and support your priority areas, but would like to know more. [additional suggestions are provided for partnership working]', Agree with the priorities but would like to see the

details about how these will be delivered, 'Looks like they have been given good thought and analysis.', 'All these are vital parts of what WBDC should do, and they should not be played off against one another.', 'I agree with them.', 'I think that the priority areas are wholly appropriate and reflecting high quality services provided by the Council and the ambition to improve them further.'

6.8 **Response:** All five priority areas are included in the final version of the Council Strategy 2023 - 2027.

Theme 3: Priorities and outcomes are too generic

6.9 21 of 178 respondents expressed views that the way in which the priorities and outcomes were written could potentially make it difficult to measure progress towards the delivery of the Council's priorities. They suggested that 'SMART' (Simple, Measurable, Achievable, Realistic and Time bound) objectives should be included. Some indicated that the text should be clearer. A few respondents suggested that financial information for the delivery of the priorities and outcomes should be included.

6.10 **Response:** These comments are noted and addressed by further detailing the goals, outcomes and actions for each priority, including using Gantt charts for easier understanding. The purpose of the Strategy is to set the strategic direction, for the Council's services to focus on, over the medium term. As part of the Strategy's approval, a Council Strategy Delivery Plan is included providing performance measures and targets. The delivery plan will be updated annually, based on progress made with the delivery of the outcomes and considering the internal and external context for the Council. The Delivery Plans will be considered for approval by the Executive at the start of each financial year. Financial information from the Medium Term Financial Strategy is added.

6.11 **Proposal:** Further details are provided against each priority, including Gantt charts and more information about key goals and outcomes. A "Council Strategy Delivery Plan" is included for approval together with the Council Strategy, which will be updated annually and the updates will be approved by the Executive. As a result, the text of the draft Council Strategy was amended to explain how the delivery of the strategy will be detailed as part of the Delivery Plan and that it will be performance managed on a quarterly basis. Financial information and further clarifications of the wording have been included. The wording for priorities is slightly amended to better reflect the focus of the contributing outcomes.

Theme 4: Roads' resurfacing and fixing potholes

6.12 18 of the 178 respondents commented that repairing or resurfacing the roads in the district should be prioritised. Some of the answers were more specific, for example mentioning repairs of rural roads, re-painting faint markings, or the broader aspects of path and pavement repairs, addressing drainage issues and overhanging vegetation.

6.13 **Response:** The quality of roads and the broader aspects related to travel infrastructure are prioritised as outcomes under 'A Prosperous and Resilient West Berkshire' priority.

6.14 **Proposal:** Related performance measures and targets are included in the Council Strategy Delivery Plan and are approved as part of the approval of the Council Strategy.

Theme 5: Planning policies and planning process to protect the environment and heritage

6.15 14 of the 178 respondents added comments suggesting that planning should be prioritised. Their comments included demands to ensure that housing developments are allowed only in the right places, are accompanied by the appropriate developments of infrastructure and services (schools, health centres, roads, shops/supermarkets etc.) and that the unique character and 'village' heritage is preserved and conservation areas are protected. Some also commented about improvements needed regarding the timeliness of the planning process. It is also suggested that the Council Strategy should reference key initiatives and infrastructure developments included in the Council's Capital Programme.

6.16 **Response:** The draft Strategy already included outcomes about carbon neutrality, protecting and enhancing our land, increasing resilience to draughts, sustainable building. However, for clarity and further assurance, an additional outcome is suggested about infrastructure and services linked to new housing developments.

6.17 **Proposal:** It is proposed to add the following outcome under the priority 'A Prosperous and Resilient West Berkshire': '4.12. Major new housing developments come with suitable infrastructure and enhanced amenities to properly support them'.

Theme 6: Climate emergency actions

6.18 14 of the 178 answers showed support for prioritising actions to address the climate emergency. A range of suggestions have been made, including setting up the response to the climate crisis as the overarching priority, greener transport/more charging points for Electric Vehicles, installing recycling bins in all public areas, decarbonisation of public services, nature-based solutions to address climate resilience, flood protection, air quality (increasing tree canopy, more climate- and nature- friendly use of land, procurement processes to support a green economy, the Council to support change of behaviours relating to pollution and litter, increase biodiversity, water quality of rivers, river habitats, environmental housing policies, dis-investment from petrochemical industry. Five respondents consider it important that the Council should show leadership, be an exemplar in this area and produce better plans to tackle climate emergency related issues.

6.19 In addition, four respondents expressed some disagreement with prioritising climate emergency actions, considering that the terminology of 'climate emergency' should be better defined, the evidence should be clearer and actions costed. They made links with the cost of such actions compared to the benefits which could be achieved, expressing reservations about deciding on massive spending on this area.

6.20 **Response:** Most of the suggestions were already included draft Strategy under the 'Protecting and enhancing our environment' priority. However, for clarity amendments are suggested to the wording of the priority itself – changing to '*Tackling the Climate and Ecological Emergency*' - and the outcome relating to protecting and enhancing West Berkshire's natural beauty includes actions about the quality of water and

waterways. In terms of giving more importance to the environmental priority above the others, this was avoided when drafting the Strategy and will not be changed in the final version, as we recognise the need to ensure a balanced and integrated approach in setting the strategic direction for Council's services and because all five priorities are impacting each other. This is also in line with feedback from consultation (see 6.7) about not 'playing priorities against each other'. In response to the feedback, this is clarified in the final version of the Strategy.

6.21 **Proposal:** It is proposed to amend the wording of one of the priorities: 'Tackling the Climate and Ecological Emergency'. One outcome (Protecting and enhancing West Berkshire's natural beauty) includes actions about protecting the quality water and watercourses.

Theme 7: Improve recycling

6.22 12 of the 178 responses added suggestions to enhance recycling. These suggestions focused on a number of specific areas, including easier access to the waste and recycling centres (by reducing rules, eliminate booking and charges), to add recycling bins to all public areas, that a wider range of materials should be recycled through kerb collection service, to reduce the number of bins/boxes by adopting mixed recycling to make it easier for residents to recycle more, the availability of food waste collection should be expanded to reach all residents.

6.23 **Response:** As the overarching strategic document, the Council Strategy focuses on priorities and the outcomes that we will seek to achieve. The suggestions from consultation focus on the ways in which the outcome about more recycling can be achieved. For clarity, an amendment of the outcome has been considered and specific targets about the delivery of the outcome are included in the Council Strategy Delivery Plan.

6.24 **Proposal:** It is proposed to amend the wording of one outcome to: 'Increased level of waste reused, recycled or composted at home, from public spaces and through our recycling centres'.

Theme 6: Support businesses, the high street, town centres and rural communities (local shops etc.)

6.25 12 of the 178 respondents highlighted that it is important to support businesses, our high streets, our rural and small businesses. Responses included suggestions that individual shops should be supported, employers enabled to remain in the district, support should be provided to local farmers. Expected outcomes in this area relate to thriving town centres and services available locally to residents in urban and rural areas.

6.26 **Response:** The points raised by residents are in line with the outcomes already included in the draft Council Strategy. For clarity the wording of the priority is changed to reflect the broader perspective of a prosperous district.

6.27 **Proposal:** It is proposed to amend the wording of the priority to: 'A Prosperous and Resilient West Berkshire'.

Theme 7: Focus on health and wellbeing, provide recreational, sports and leisure facilities

6.28 11 of the 178 responses included suggestions about focusing on the health and wellbeing of the residents. These range from prioritising working with the Council's health sector partners (e.g. Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership) to build a dementia-friendly world, or continuing to support young people's mental health after they leave school, to ensuring sport and leisure facilities (indoors and outdoors) are available for the benefit of residents' health and wellbeing.

6.29 **Response:** A number of similar outcomes covering these aspects are rationalised into two key ones.

6.30 **Proposal:** A number of outcomes are grouped/rationalised into the following two: 'Residents are supported to access the mental health services that they need' and 'Residents facing the greatest challenges are prioritised by wellbeing and social care services'.

Theme 8: Streets' and other public spaces' cleanliness

6.31 9 of the 178 respondents provided comments recommending that the strategy should include outcomes relating to cleaner streets and public spaces. The areas mentioned include care of green spaces, tackling overhanging greenery, roadside rubbish, fly tipping, more street/pavement sweeping, keeping pavements and car parking areas tidy.

6.32 **Response:** As outcomes are already included in the draft Council Strategy about these issues, no further amendments are suggested.

Theme 9: Supporting disadvantaged and vulnerable residents, including helping them to help themselves

6.33 8 of the 178 respondents commented on the importance of supporting the most vulnerable residents. The majority of these answers focused on the importance of providing help to people with additional needs, disabilities and carers. Suggested actions include, to encourage vulnerable people to be part of the community, to ensure provision for children with special educational needs, to support older people, including by providing quality care homes and tackling loneliness/isolation. In contrast, three of the responses suggested that people should be helped to help themselves or to reduce reliance on public services which they see as unaffordable.

6.34 **Response:** The respondents' points are covered by the outcomes already included in the draft Council Strategy. As per paragraph 6.30 above, further clarification is proposed to two of the outcomes. No other amendments are proposed.

Theme 10: Education, skills, apprenticeships

6.35 8 of the 178 responses provided comments to highlight the importance of education and skills for prioritisation in the Council Strategy. They fed back that education is an essential outcome for residents and that they would like to see better schools which

should not be overcrowded. In addition to focusing on education attainment and vocational education, comments suggest a focus on other educational opportunities such as apprenticeships, upskilling people already in employment, but also on ensuring sufficient teachers for West Berkshire's schools.

6.36 **Response:** Education attainment, high quality schools, life-long learning, apprenticeships and work experience outcomes are already included in the Strategy. No other amendments are proposed to the outcomes. However, combined with theme 9 (see paragraph 6.33) a clarification is suggested to the wording of the priority to capture the fairness in West Berkshire so everyone, including the residents facing challenges can benefit of the opportunities in the district.

6.37 **Proposal:** The wording of the priority is changed to Fairer West Berkshire with Opportunities for All.

Theme 11: Public transport/alternative transport options

6.38 7 of the 178 responses considered that public transport and alternatives to the more polluting options should be included in the Strategy. Some also linked the prioritisation of public transport with enabling residents to opt for solutions supporting a cleaner environment. It is also seen as an essential service for rural communities. Better train service to London is also mentioned, in particular following the electrification of the line.

6.39 **Response:** Outcomes in the draft Strategy are covering the suggestions about leading on and supporting residents to make choices for a cleaner environment, including in relation to transport. There is a specific outcome referring to better travel solutions, including for our rural areas. No other amendments are proposed.

Proposals

6.40 It is proposed that the feedback from the public consultation is noted and that the amended version of the Council Strategy (see Appendix B Council Strategy 2023 – 2027), which includes the proposed changes made in response to the feedback received, is adopted by the Council.

7 Other options considered

7.1 An alternative option was to continue to focus on the priorities set in 2019 for the Council Strategy 2019 – 2023. However, this option was disregarded due to significant changes in the internal and external context in which the Council operates, evolving needs of our residents, as highlighted by the evidence base and by the feedback received from residents, through the representative residents' survey and from consultation exercises, and the results of the local elections in May 2023.

7.2 In producing the draft Council Strategy there has been extensive consultation and engagement (residents' surveys, targeted engagement sessions with residents that do not usually take the opportunity to express their views through consultations, consultation on other specific strategies and plans). The alternative to adopt the draft Council Strategy 2023-2027, without additional public consultation on the draft version, was disregarded as the Council recognises that it has not only a duty to consult, but a

responsibility and ambition to consult residents in finalising the plans that impact them. This report highlights the changes made following this additional consultation process.

8 Conclusion

- 8.1 A better level of response was received to the consultation on the Draft Council Strategy 2023 - 2027 from individuals and on behalf of a number of organisations, compared to previous similar exercises.
- 8.2 The feedback received in response to the public consultation on the Council Strategy shows that a high proportion of respondents agree or strongly agree with the priority areas and the outcomes suggested in the draft Council Strategy.
- 8.3 Some of the respondents have provided additional details, highlighting the importance of particular priorities or outcomes for them. All responses have been analysed and grouped by themes. A response is provided to these themes and where relevant, changes have been proposed and included in an amended version of the Strategy. An important change is that the Strategy includes the Council Strategy Delivery Plan which will be updated annually. The Council is asked to adopt this amended version of the Strategy.

9 Appendices

- 9.1 Appendix A - Equality Impact Assessment (EqIA) - Stage One
- 9.2 Appendix B – Council Strategy 2023-2027 (the version amended following consultation in Jan 2023)

Background Papers:

Council Strategy 2019 – 2023

West Berkshire Council Strategy 2023 – 2027 Consultation Feedback - Summary Report
(Executive Committee 23 Mar 2023)

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 Scrutiny Commission or associated Committees, Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only



Wards affected: All wards

Officer details:

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Appendix A

Equality Impact Assessment (EqIA) - Stage One

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| What is the proposed decision that you are asking the Executive to make: | To inform the Council about the feedback to consultation and ask for the approval of the amended version of the Council Strategy 2023 – 2027 based on this feedback. |
| Summary of relevant legislation: | Section 149 of the Equality Act 2010 sets out the public sector equality duty which, in the exercise of its functions, includes the requirement to have due regard to eliminate discrimination, to advance equal opportunity and foster good relations. |
| 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 type="checkbox"/> No <input checked="" type="checkbox"/> The feedback from consultation is detailed in this report and has informed the production of the Council Strategy 2023-27. |
| Name of Budget Holder: | n/a |
| Name of Service/Directorate: | Strategy and Governance/Resources |
| Name of assessor: | Catalin Bogos |
| Date of assessment: | 30/08/2023 |
| 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 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 type="checkbox"/> No <input type="checkbox"/> |
| Function | Yes <input type="checkbox"/> No <input type="checkbox"/> | Is changing | Yes <input type="checkbox"/> No <input type="checkbox"/> |

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| Service | Yes <input type="checkbox"/> No <input type="checkbox"/> |
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| (1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it? | |
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| Aims: | To adopt the Council Strategy 2023 -27 updated based on the feedback from public consultation. |
| Objectives: | Decision makers note the feedback from consultation and adopt the final version of the Council Strategy 2023 – 2027. |
| Outcomes: | The approved Council Strategy 2023 – 2027 sets the strategic direction for council services for the next four years. |
| Benefits: | West Berkshire residents, local businesses and other stakeholders will benefit of even better outcomes as the Council ensures focus on prioritised outcomes which are most important for residents whilst continuing to deliver its statutory functions. |

| (2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this? | | |
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| Group Affected | What might be the effect? | Information to support this |
| Age | If approved, the suggested priorities and outcomes 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 residents’ needs, including resident’s views. This paper further expands on highlighting the feedback from consultation and how this was used to finalise the Strategy. |
| Disability | | |
| Gender Reassignment | | |
| Marriage and Civil Partnership | | |
| Pregnancy and Maternity | | |
| Race | | |
| Religion or Belief | | |
| Sex | | |
| Sexual Orientation | | |
| Further Comments: | | |
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| (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 priorities 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 priorities within the draft strategy will contribute to improved outcomes for all local people. | |

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| (4) Identify next steps as appropriate: | |
| EqlA Stage 2 required | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Owner of EqlA Stage Two: | |
| Timescale for EqlA Stage Two: | |

Name: Catalin Bogos

Date: 30/08/2023

