

Bath & North East Somerset Council		
MEETING	Corporate Policy Development and Scrutiny Panel – 11 July 2023	
MEETING DATE:	11 July 2023	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Corporate Strategy 2023-2027	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>DRAFT CORPORATE STRATEGY 2023-2027 (available 5 July as part of the Cabinet agenda pack)</p>		

1 THE ISSUE

- 1.1 The council’s Corporate Strategy provides a framework for the council’s plans over the next four years. This report invites the Corporate Policy Development and Scrutiny (PDS) Panel to consider the draft [Corporate Strategy 2023-2027](#) and report to 13 July Cabinet with any associated comments and recommendations.

2 RECOMMENDATION

The Corporate PDS Panel is asked to:

- 2.1 Review the draft Corporate Strategy 2023-2027 and direct any comments/recommendations to 13 July Cabinet, where the document will be considered for recommendation to Council on 20 July, as it forms part of the Policy and Budget Framework**

3 THE REPORT

- 3.1 The Corporate Strategy sets out the high-level aims of the Council. The Panel is invited to review the document in advance of recommendations at Cabinet on 13

July and a final decision at Council on 20 July. The Deputy Leader and Cabinet Member for Council Priorities and Delivery will be in attendance to respond to Panel questions.

3.2 The Corporate Strategy will determine how Bath & North East Somerset Council will deliver its purpose of **improving people's lives** over the next four years. It is the council's overarching policy document, from which associated delivery plans and key performance indicators will be developed to progress and monitor implementation.

3.3 The proposed Corporate Strategy builds on the current document, which was adopted in 2020. It retains the existing purpose, core policies and principles. It further refines these into an 'outcomes framework', which identifies more detailed priorities for the council, working with partners and communities, to 2027. The refresh of the Corporate Strategy follows the May 2023 elections and the subsequent formation of a new cabinet.

3.4 The draft [Corporate Strategy 2023-2027](#) remains based on the following existing framework:

(i) We have **one** overriding purpose – to **improve people's lives**. This brings together everything we do, from cleaning the streets to caring for our older people. It continues to be the foundation of the Strategy and drives commitments, spending and service delivery.

(ii) We have **two** core policies – tackling the climate and nature emergency and giving people a bigger say. These shape our work and have been expanded in the new Strategy with the following commitments:

- We will lead the UK in climate and nature action, building a sustainable future for Bath and North East Somerset- net zero, nature positive- for by 2030
- We will listen to and work with residents to act on their concerns

These core policies are also broken down to provide a series of themes around which delivery will be organised. For the climate and ecological emergency commitment, these themes: are biodiversity, air, climate, water, soil, land and environmental assets, and materials and resources. For our commitment relating to giving people a bigger say these are: equality and respect, community priorities and decisions informed by evidence.

(iii) We have **three** principles – preparing for the future, delivering for local residents and focusing on prevention. These are retained and the following commitments attached to them.

- a. **preparing for the future** – we will work towards a resilient, sustainable, economy that is fair, green, creative and connected
- b. **delivering for local residents** – we will continue to improve front-line services across our communities, whilst protecting the most vulnerable
- c. **focusing on prevention** – we will invest in prevention across all services to tackle inequalities and improve local areas

3.5 Within this framework, the Strategy also introduces nine priorities which set out how people's lives will be improved through its delivery. These are reflective of the ambitions of the new administration, elected in May, and build upon the current strategy. They are:

- **The right homes in the right places**
- **More travel choices**
- **Clean, safe and vibrant neighbourhoods**
- **Support for vulnerable adults and children**
- **Delivering for our children and young people**
- **Healthy lives and places**
- **Good jobs**
- **Skills to thrive**
- **Cultural life**

3.6 All of these elements are brought together in a clear outcomes framework set out in the Strategy document. They reflect aims for our area which contribute to delivering a number of shared outcomes with our partners, working through the Future Ambition Board and the Health and Wellbeing Board. These include tackling inequalities (such as in educational attainment and health), improving housing affordability and widening travel choices.

3.7 The outcomes framework provides a clear way of assessing plans and activities; drawing on the 'doughnut economics' model it contains:

- A climate, ecological and environmental ceiling – linked to the core policy of tackling the climate and ecological emergency
- A social and economic foundation- linked to the commitments identified for each of our three principles
- The "space" for local communities and organisations to collaborate and innovate- linked to the core policy of giving people a bigger say.

3.8 The outcomes framework enables policy and other decisions to be assessed clearly against the council priorities so that opportunities to improve people's lives can be maximised within the climate, ecological and environmental constraints. It also highlights the opportunities to work with local communities and third sector organisations through a focus towards area working.

3.9 As well as the Corporate Strategy and other council plans and strategies we also have those which are shared by partners. The relationship between these plans is also set out in the Strategy document,

3.10 The council's **four** values – bold, empowered, transparent and supportive continue to underpin all of the council's work.

4 STATUTORY CONSIDERATIONS

4.1 The Corporate Strategy is the council's overarching strategic document and forms a key part of the Policy and Budget Framework. It provides a clear framework for officers and members to work within. It aims to guide activity and decision making.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 The Corporate Strategy outlines the council's key priorities over the next 4 years. This forms a key consideration in the allocation of council resources as part of the annual budget setting process and development of the Medium-Term Financial Strategy.

6 RISK MANAGEMENT

6.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision-making risk management guidance.

7 EQUALITIES

7.1 The draft Corporate Strategy Outcomes Framework 2023-2027 includes 'giving people a bigger say' as a core principle. As part of the detail of how the council will deliver this outcome, the Strategy calls for a focus across the organisation towards 'equality and respect' and to meet our statutory duties under the Equality Act. This is reinforced by the Equality Impact Assessment that has been developed in conjunction with the Strategy.

8 CLIMATE CHANGE

8.1 The draft Corporate Strategy continues to establish the climate and ecological emergency as a core policy driver for the council – with the expanded commitment to lead the UK in our response to the joint emergencies.

9 OTHER OPTIONS CONSIDERED

9.1 None

10 CONSULTATION

10.1 The Deputy Leader and Cabinet Member for Council Priorities and Delivery is attending the Area Forums to set out the priorities for the new administration, as set out in the draft Corporate Strategy.

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Background papers	
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