

<b>Bath &amp; North East Somerset Council</b>		
MEETING/ DECISION MAKER:	<b>Cabinet</b>	
MEETING/ DECISION DATE:	<b>13 July 2023</b>	EXECUTIVE FORWARD PLAN REFERENCE:
		E3461
TITLE:	<b>Corporate Strategy 2023-2027</b>	
WARD:	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b> APPENDIX 1: DRAFT CORPORATE STRATEGY 2023-2027		

## **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 cabinet to approve the draft Corporate Strategy document, as set out in the Appendix, and to propose its subsequent adoption by Council.

## **2 RECOMMENDATION**

**The Cabinet is asked to:**

- 2.1 Approve the draft Corporate Strategy 2023-2027 attached at Appendix One and recommend it to Council for adoption**
- 2.2 Delegate authority to the Chief Executive in consultation with Deputy Leader (Council Priorities and Delivery) to develop and implement an organisational decision framework tool to support implementation of the Corporate Strategy**

## **3 THE REPORT**

- 3.1 The Corporate Strategy sets out a framework for how Bath & North East Somerset Council will deliver its purpose of improving people's lives over the next four years. Following its adoption, appropriate delivery plans and associated

key performance indicators will be developed to progress and monitor implementation of the framework.

3.2 The proposed Corporate Strategy builds on the current Corporate Strategy, which was adopted in 2020; delivery of which is being considered in a separate report to [cabinet](#) - 13 July 2023. It retains the council's purpose, core policies and principles. It further refines these into a framework identifying more detailed priorities for the council, working with partners and communities, to 2027. This follows the May elections and the subsequent formation of a new cabinet.

3.3 The draft Corporate Strategy is set out in full in Appendix One. It 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

3.4 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**

3.5 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.

3.6 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.

3.7 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.

3.8 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.

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 Leader and Cabinet Member for Priorities and Delivery have been consulted on the drafting of this report as well as the S151 Officer and Monitoring Officer. The draft Strategy was also reviewed by the Corporate Policy Development and Scrutiny Panel on 11 July. Area Forums have also been briefed on the council's future priorities.

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<b>Background papers</b>	Corporate Strategy Equality Impact Assessment
<b>Please contact the report author if you need to access this report in an alternative format</b>	