

Bath & North East Somerset Council

MEETING:	Council	
MEETING DATE:	20 July 2023	
TITLE:	Bath and North East Somerset Council Corporate Strategy 2023-2027	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
<ul style="list-style-type: none">• Appendix Draft B&NES Council Corporate Strategy 2023-2027		

1 THE ISSUE

1.1 The council's Corporate Strategy will guide council activity and budget planning over the next four years. This report invites Council to adopt the Corporate Strategy and its associated outcomes framework as set out in the appendix.

2 RECOMMENDATION

Council is asked to;

2.1 Adopt the Corporate Strategy 2023-2027 as set out in the appendix.

3 THE REPORT

3.1 This report sets out the Corporate Strategy for the council, running from 2023-2027. Once adopted, the Corporate Strategy will be the council's overarching strategic planning document. The Strategy builds upon its 2020-24 predecessor, retaining the council's purpose, core policies and principles; whilst also introducing an extended outcomes framework to further refine priorities.

3.2 The Corporate Strategy sets the vision and priorities for the organisation. Delivery frameworks and associated key performance indicators will be developed following the adoption of this overarching document.

[The Corporate Strategy Framework 2023-2027](#)

3.3 The draft Corporate Strategy is set out in full in the appendix. It proposes to expand the existing framework which determines the council focus and how it will work:

- (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 for our strategy and ensures that it drives our commitments, spending and service delivery.
- (ii) We have **two** core policies – tackling the climate and nature emergency and giving people a bigger say. These will shape our work and have been expanded with the ambitions:
 - To lead the UK in climate and nature action, building a sustainable future for Bath and North East Somerset - net zero, nature positive by 2030
 - To 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) To continue to translate our purpose into commitments, our **three** principles are retained and adapted with extended ambitions:
 - we will work towards a resilient, sustainable economy that is fair, green, creative and connected - **preparing for the future**
 - we will continually improve frontline services across our communities, whilst protecting the most vulnerable - **delivering for local residents**
 - we will invest in prevention across all services to tackle inequalities and improve local areas - **focusing on prevention**

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.

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

3.10 In advance of Council, the draft Corporate Strategy is scheduled to be considered by the Corporate Policy Development and Scrutiny Panel on 11 July and Cabinet on 13 July. Cabinet, when making its decision on whether to approve the Strategy to Council for adoption, will be invited to take into consideration any comments/recommendations made by the PDS Panel.

4 STATUTORY CONSIDERATIONS

4.1 The Corporate Strategy is the council’s overarching strategic plan and forms a key part of the Policy and Budget Framework in the council’s constitution. It is an essential communication tool and provides a clear framework for officers and members to work within. It outlines the key priorities of the council and helps 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 its 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 includes 'giving people a bigger say' as a core policy. As part of the detail of how the council will deliver this policy, 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 Cabinet at its meeting on 13 July will be invited to recommend to Council that it adopts the Corporate Strategy 2023-2027. The Cabinet decision will be made following engagement with the Council's policy development and scrutiny process, with the Corporate PDS Panel meeting to review the document on 11 July.

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Background papers	
Please contact the report author if you need to access this report in an alternative format	