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Bath & North East  
Somerset Council

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Improving People's Lives

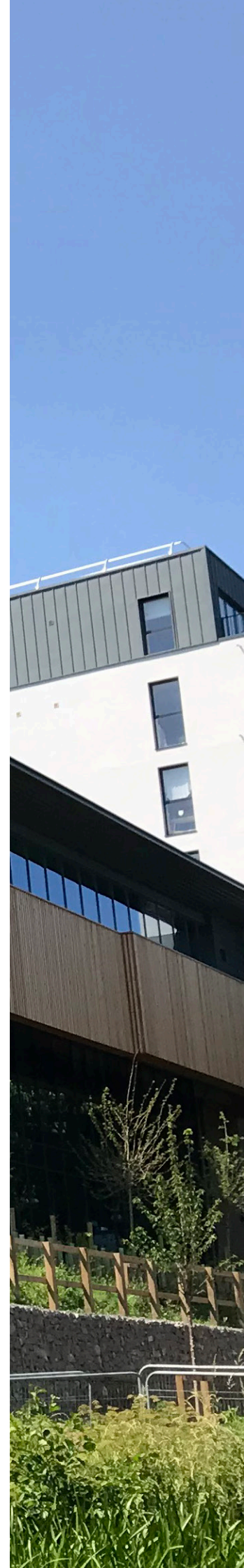
# Draft Corporate Strategy

## 2023-2027

20th July Council

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# 1. Introduction

Bath & North East Somerset Council exists for one clear purpose - to improve people's lives. The 2023-2027 Corporate Strategy sets out how we will continue to do this over the next four years.

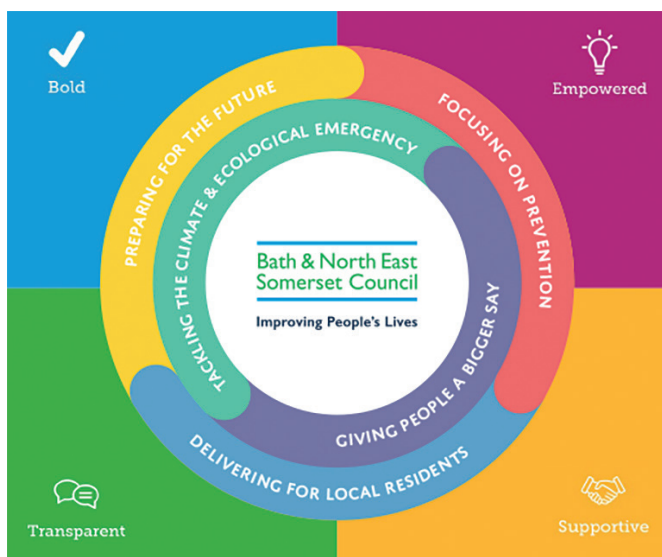
## 2. Our Strategy 2023-2027

The Corporate Strategy 2023-2027 retains the purpose, policy and principles set out in the Corporate Strategy adopted in February 2020.

- **One:** We have one overriding purpose – to improve people's lives.
- **Two:** We have two core policies – tackling the climate and ecological emergency and giving people a bigger say. These will shape everything we do.
- **Three:** To translate our purpose into commitments, we have identified three principles. We want to prepare for the future, deliver for local residents and focus on prevention.

Our **four** values - bold, empowered, transparent and supportive - continue to underpin all of our work.

Our Corporate Strategy to 2027 builds on our achievements and reflects the ambitions and priorities of the council's administration elected in May 2023. It provides a clear and ambitious framework for delivery, it also sets out how shared outcomes will be embedded through partnerships such as our Future Ambition Board and Health and Wellbeing Board.



### 3. How we have improved people's lives through delivering our previous Corporate Strategy

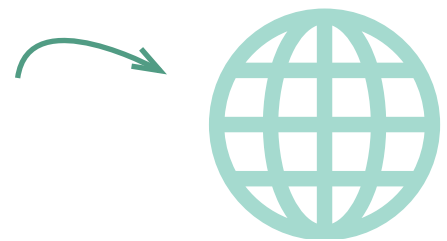
This Corporate Strategy sets out the council's high-level aims, against which specific projects will be assessed and more detailed plans made. Since we adopted our Corporate Strategy in 2020 we have made significant progress in delivering the commitments it set out. Detailed progress reports have highlighted what we have achieved and our council [newsroom](#) regularly updates on the work we are doing to improve people's lives.

The examples below - set out according to core policies and principles - highlight some of the key achievements that we build on as we deliver our Corporate Strategy to 2027.

#### Tackling The Climate & Ecological Emergency

In January 2023 Bath and North East Somerset became the first council in England to successfully adopt an energy-based net zero policy for new housing developments.

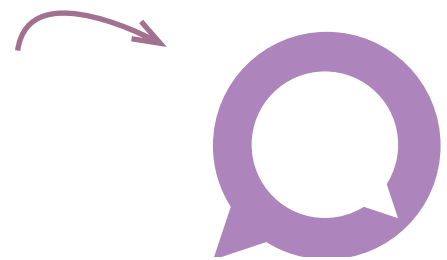
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#### Giving People a Bigger Say

In November 2022 we launched 3 Liveable Neighbourhood trials. We are working with communities to improve residential streets and encourage safe, active and more sustainable forms of travel, such as walking, wheeling and cycling.

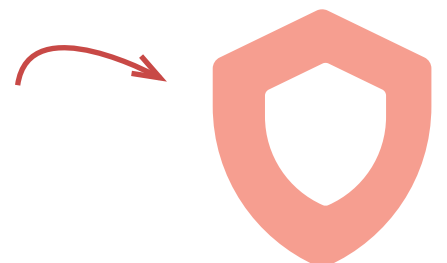
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#### Focusing On Prevention

In March 2023 a new 'outreach base' run by the Community Wellbeing Hub, opened at the Royal United Hospital. Extra support is being provided for those being discharged from hospital. The hub received 1,803 referrals during 2022-2023. In 2022 the council's Welfare Support Team provided a total of £2.2 million in support for residents who needed help.

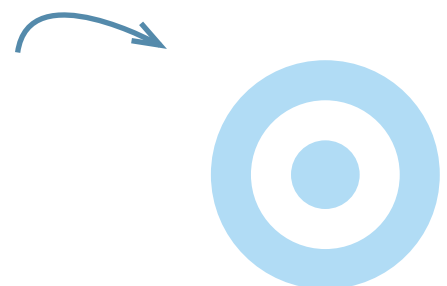
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#### Delivering For Local Residents

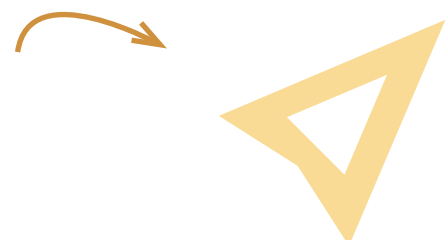
In December 2022 the first affordable homes for social rent owned directly by Bath and North East Somerset Council in nearly three decades were advertised to potential tenants. The former council offices at 117 Newbridge Hill have been converted by the council's housing company Aequus Construction into seven one and two-bed affordable and energy efficient apartments.

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#### Preparing for the future

The Employment and Skills Pod offers a free service available to all residents of Bath and North East Somerset Council aged over 18 who wish to get back to work, change careers or up-skill in their current jobs.



## 4. Ambitious for Bath and North East Somerset - our framework for improving people's lives to 2027

i) We have one overriding **purpose** – to improve people's lives. It continues to be the foundation of our Corporate Strategy and shapes our plans, spending and service delivery. This purpose is fundamental to who we are and what we do and remains unchanged.

(ii) We continue to have two **core policies** – tackling the climate and nature emergency and giving people a bigger say. Building on our ground-breaking work to tackle the climate and ecological emergency since declaring a Climate Emergency in March 2019, we are now proposing a new commitment under this core policy, as follows:

**We will lead the UK in climate and nature action, building a sustainable future for Bath and North East Somerset - net zero, nature positive, by 2030**

Under the “giving people a bigger say” core policy we continue to emphasise the need for working with local residents through the following commitment:

**We will listen to and work with residents to act on their concerns**

These core policies each have a number of themes. 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, decisions informed by evidence and community priorities**, the latter of which will lead to area working with tailor-made solutions.

(iii) Our three **principles** – preparing for the future, delivering for local residents and focusing on prevention- are retained, with the following commitments added to amplify 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

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**We will lead the UK in climate and nature action, building a sustainable future for Bath and North East Somerset - net zero, nature positive, by 2030**

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**We will listen to and work with residents to act on their concerns**

(iv) Within this framework, the new Corporate Strategy also introduces nine priorities which set out how people's lives will be improved over the next four years. These reflect the priorities of administration elected in May and build on work to implement the current Corporate Strategy over the last three years. They also reflect how the council will pursue the delivery of shared outcomes agreed with partners through our Health and Wellbeing Strategy and the Future Ambition Board's "one Shared Vision".

### They are:

- **The right homes in the right places** - improving availability of affordable housing, accessible to local jobs and services
- **More travel choices** – making it easier for people to walk, wheel and use public transport to reduce transport emissions
- **Clean, safe and vibrant neighbourhoods** - working with local communities to promote civic pride and preventative approaches
- **Support for vulnerable adults and children** – securing safe, effective services that meet the needs of our changing population
- **Delivering for our children and young people** – working with our partners to narrow the early years attainment gap
- **Healthy lives and places** – working with health and other partners to tackle inequalities, promote healthy places, and support people to live healthier lives
- **Good jobs** - aiming to increase the median wage in a regenerative economy
- **Skills to thrive** - an inclusive economy where prosperity is shared
- **Cultural life** - valuing and developing its contribution to Bath and North East Somerset.



## This framework is set out below:

### Our Corporate Strategy Framework for Improving People's Lives - 2023 to 2027

#### Core Policy:



Tackling the climate & ecological emergency

**(The climate, ecological and environmental ceiling)**

#### Our Commitment:

We will lead the UK in climate and nature action, building a sustainable future for Bath and North East Somerset – net-zero, nature positive by 2030

#### We will deliver under the following themes:

- **Biodiversity** – increasing abundance and diversity of species by creating and improving habitats including woodlands
- **Air** - improving air quality
- **Climate**- area and council-wide scope 1 and 2 emissions neutrality by 2030, including through increased renewable energy capacity across the district and a reduction in the carbon footprint of the area's housing stock
- **Water** – improving the quantity and quality of water resources
- **Soil** – retaining soil and improving soil health
- **Land and environmental assets** - better use of land for people and nature, including stewardship of our environmental assets
  - respecting, balancing, conserving and enhancing our heritage assets and their landscape settings, in particular the World Heritage Site of Bath
- **Materials and resources** increasing circularity of materials and resources in the local economy

#### Core Policy:



Giving people a bigger say

**(The space for local communities and organisations to collaborate and innovate)**

#### Our Commitment:

We will listen to and work with residents to act on their concerns

#### We will deliver under the following themes:

- **Equality and respect** – championing equality, diversity and inclusion, ensuring our services are shaped by our diverse communities and reflect local needs, and ensuring we meet Equality Act duties
- **Community priorities** – communicating clearly, with area working to develop tailor-made solutions, building on our Parish and Community Engagement Charters
- **Decisions informed by evidence** - using feedback and data to evaluate our services, shape priorities and tackle inequalities

## Principle



Delivering for local residents

**(The social and economic foundation)**

### Our Commitment:

We will continually improve frontline services across our communities, whilst protecting the most vulnerable

### Priorities

**The right homes in the right places** - improving availability of affordable housing, accessible to local jobs and services

**More travel choices**

– making it easier for people to walk, wheel and use public transport to reduce transport emissions

**Clean, safe and vibrant neighbourhoods**

- working with local communities to promote civic pride and preventative approaches

## Principle



Focusing on prevention

**(The social and economic foundation)**

### Our Commitment:

We will invest in prevention across all services to tackle inequalities and improve local areas

### Priorities

**Support for vulnerable adults and children** – securing safe, effective services that meet the needs of our changing population

**Delivering for our children and young people** – working with our partners to narrow the early years attainment gap

**Healthy lives and places** – working with health and other partners to tackle inequalities, promote healthy places, and support people to live healthier lives

## Principle



Preparing for the future

**(The social and economic foundation)**

### Our Commitment:

We will work towards a resilient, sustainable economy that is fair, green, creative and connected

### Priorities

**Good jobs** - aiming to increase the median wage in a regenerative economy

**Skills to thrive** - an inclusive economy where prosperity is shared

**Cultural life** - valuing and developing its contribution to Bath and North East Somerset



## 5. Delivering our Corporate Strategy - how it fits together

As we have developed this framework we have drawn on our work with partners to identify key challenges for our area and shared outcomes.

These partnerships share a number of important aims for our area, which are reflected in our Corporate Strategy framework. These include tackling inequalities (such as in educational attainment and health), improving housing affordability and widening travel choices. We also work closely with the West of England Combined Authority (WECA) to help deliver our aims, for example through investment in transport improvements such as the City Region Sustainable Transport Settlement (CRSTS) programme.

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 council’s priorities
- A space for local communities and organisations to collaborate and innovate - linked to the core policy of giving people a bigger say.

To further embed the Corporate Strategy into our decision making, the council will prepare ‘a decision wheel’ similar to that adopted by other councils such as Cornwall, which is being drawn-up based on the above framework.

As well as the Corporate Strategy and other high-level strategies we also have those which are shared with our partners. These are set out below:

### High-level strategies agreed with our partners

These contain shared outcomes which we are working together to deliver:

Name	Status	Owner
<a href="#">Health and Wellbeing Strategy</a>	Adopted	Health and Wellbeing Board
Economic Strategy	Under development	Future Ambition Board
<a href="#">Integrated Care Strategy</a>	Adopted	BSW Together
<a href="#">Children and Young People Plan</a>	Adopted	Health and Wellbeing Board

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The Future Ambition Board comprises key local organisations including our two Universities, Curo, the 3SG, the Royal United Hospital Bath, the Bath BID, Bath Unlimited and the Chamber of Commerce. This has developed the “One Shared Vision” for our area to be “fair, green, creative and connected”. A new Economic Development Strategy is also currently being worked on by the Board.

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The Health and Wellbeing Board (comprising health and other partners) has recently adopted a new Health and Wellbeing Strategy, with a Delivery Plan also currently in development.

## Key Council Strategies

These incorporate the high-level outcomes Bath & North East Somerset Council is seeking to achieve and influence our decisions and delivery plans. In many cases- particularly on tackling inequalities, improving housing affordability and better travel choices they demonstrate how the council's approach reflects the shared outcomes in the strategies above.

Name	Status	Owner
Corporate Strategy	2023-27 document in draft form	Bath & North East Somerset Council
<a href="#">Climate Emergency Strategy</a>	Adopted	Bath & North East Somerset Council

## Key Delivery Plans

These set out how the outcomes set out in the strategy documents will be delivered, reflecting the budgets, statutory frameworks and context of the council and its partner organisations.

Name	Status	Owner
Local Plan	In development	Bath & North East Somerset Council
Health and Wellbeing Strategy Implementation Plan	In development	Bath & North East Somerset Council
BSW Implementation Plan	Adopted	BSW Together
Health Improvement Plan	Under development	Bath & North East Somerset Council
<a href="#">Climate Strategy and Action Plan</a> and <a href="#">Ecological Emergency Action Plan</a>	Adopted	Bath & North East Somerset Council
<a href="#">Journey to Net Zero Transport Plan</a>	Adopted	Bath & North East Somerset Council
Housing Delivery Plan	Under development	Bath & North East Somerset Council
Transport Delivery Plan	Under development	Bath & North East Somerset Council
Medium Term Financial Plan	Prepared annually	Bath & North East Somerset Council
Service Plans	Prepared annually	Bath & North East Somerset Council

A number of partnerships also produce joint delivery plans to focus on specific outcomes. For example, the Bath and North East Somerset Community Safety and Safeguarding Partnership has adopted, alongside the Office of the Avon and Somerset Police and Crime Commissioner, a Joint Community Safety Plan. Other joint plans across our partners are in development, including work with our Universities to develop a Civic Agreement.

A delivery plan will set out how the Corporate Strategy will be implemented, including milestones and progress monitoring. Cabinet will continue to receive quarterly reports against the integrated reporting framework (IRF).

