

Corporate Strategy - End of Year Review 2023/24

This document looks at the Council's progress against the 2023-2027 Corporate Strategy, focusing on the successes and achievements during the first year in delivering the Council's core policies and principles to improve people's lives.

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Executive Summary

2023/24 is the first year of the Council's new Corporate Strategy. This review sets out how we have improved peoples' lives through the delivery of the commitments set out in our Corporate Strategy.

The Council has spent the last two years building the conditions for and driving an effective and sustainable recovery from the COVID-19 pandemic, particularly for our local economy, and latterly managing the challenges around the cost of living crisis.

And through the continued delivery of the core policies and principles in the Corporate Strategy, we have made significant progress. The examples below highlight some of the notable achievements that we can build on as we continue to deliver our Corporate Strategy to 2027.



Tackling the Climate and Ecological Emergency

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



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.



Delivering for Local Residents

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



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 2022/23. In 2022, the Council's Welfare Support Team provided £2.2 million in support to residents who needed help.



Preparing for the Future

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

1. Introduction and Context

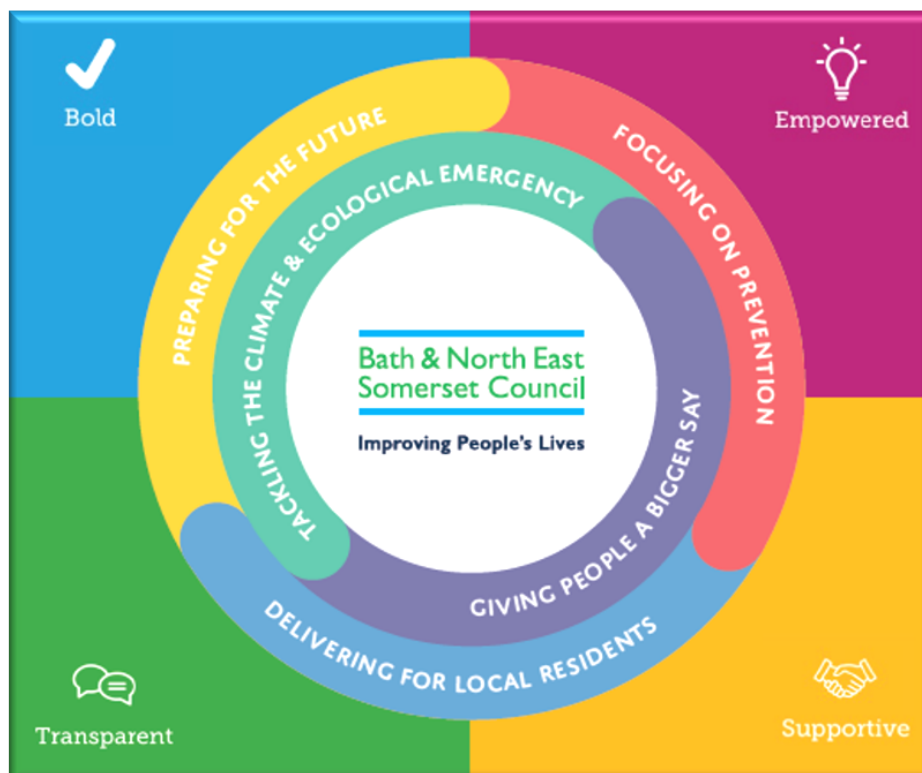
The Council exists for one purpose - to improve peoples' lives. The 2023-2027 Corporate Strategy sets out how we will continue to do this over the next 4 years.

1.1 Corporate Strategy 2023-2027

The [Corporate Strategy 2023-2027](#) is the Council's overarching strategic plan and guide to future changes. It was adopted by Full Council in July 2023, and retains the purpose, policy and principles set out in our [previous strategy](#):

- 1 **Overriding purpose - To IMPROVE PEOPLE'S LIVES**
- 2 **Core Policies - Tackling the climate and ecological emergency, Giving people a bigger say**
- 3 **Principles - Delivering for local residents, Focusing on prevention, Preparing for the future**
- 4 **Values that underpin all our work - Bold, Empowered, Supportive, Transparent**

Collectively, these 10 elements shape everything we do:



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**, and also sets out how shared outcomes will be embedded through partnerships such as our Future Ambition Board, and Health and Wellbeing Board.

Our **Corporate Strategy Framework for Improving People's Lives 2023 to 2027** is set out below:

Core Policy



Tackling the Climate and 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, 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 preventable 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

1.2 Links to the Council's Financial Strategy and Priorities

Full Council agreed the Medium Term Financial Strategy and Budget for 2024/25 at its meeting on 20th February 2024. The budget focuses on delivery of the Corporate Strategy to ensure our commitments are realistic and achievable, with areas of strategic priority and focus over the next two years to include:

- ➔ Delivery of the Council's **Being Our Best** programme to enable a joined up organisational structure that meets the objectives of providing the Council with Great Jobs, Smarter Structures and a Culture of Excellence
- ➔ Developing a **new strategy and service provision** of Adult Social Care services to the residents of Bath and North East Somerset
- ➔ Focusing on ensuring **financial sustainability** in Children's services, recognising the increased demand and complexity of caseload - we continue to work on improving our financial and management information which are key to creating a modern and resilient service
- ➔ Delivery against an **ambitious new Economic Strategy** for Bath and North East Somerset, prioritising green growth, good jobs and affordable housing
- ➔ Managing the Council's operational assets through the introduction of a **Corporate Landlord model** that ensures the best use for the Council's services and its communities
- ➔ Continued investment to **support the most vulnerable people** in our communities
- ➔ Continued commitment to secure action to address the **climate and ecological emergency**
- ➔ Continuing to focus on **Council-wide business change programmes** that balance service improvement within a clear return on investment framework
- ➔ Delivering new ways for our residents, businesses, partner organisations, visitors and internal service teams to interact and receive Council information and services using **digital channels**
- ➔ Ensuring that we are able to manage **labour market demands and fluctuations** across our workforce but particularly in operational roles in both social care and neighbourhood services.

1.3 Community Contribution Fund

The [Community Contribution Fund](#) was launched in March 2021, initially as a pilot to offer residents the chance to contribute to good causes that help local charity, community and voluntary groups to reduce health inequalities. In numbers:

- ➔ **£45,293** donated as at 5th January 2024
- ➔ **500+** individual donations received, with most people donating between £20 and £50
- ➔ **£31,235** has been given in the form of grants to voluntary and community groups to support local projects, with the largest award to date being £2,000. 2023/24 to be allocated

All applications to the Community Contribution Fund grant schemes are agreed by a panel of Councillors. The table below summaries the donations and grants that have been made in the three years that the fund has been running.

Year of Scheme	Grants Allocated by Panel of Councillors
2021/22 Total Donated £30,019	Grants of up to £2,000 awarded to 15 community organisations working to reduce inequalities and support the most vulnerable people in our communities. Projects funded included those that supported people's mental health; provided emergency medical supplies; invested in refurbishment of community facilities; mentoring; support for families; training; group therapy and youth provision.
2022/23 Total Donated £6,075	Grants of £250 offered to community organisations from October 2022 in support of community-run Warm Spaces registered with the Council. Applicants can use these to help support their additional utility costs or help run activities. 26 applications were approved by the panel and 24 grants were awarded.
2023/24 Total Donated £9,199	Applications for grants up to £500 re-opened in December 2023 with a focus on projects that support residents with the ongoing cost of living crisis, which also includes support Warm Spaces. Applications closed on 16th February 2024 and grants have now been allocated

The scheme has been promoted through local media and on the Council's social media and website. While it attracted more donations in its first financial year, donations have continued with some individuals donating more than once. This downward trend in charitable giving by the public has been seen across the sector nationally.

Subject to further donations received, it is recommended that the scheme continues into 2024/25.

Full details of [successful applicants](#) can be found on the Council's website.

2. Council Performance

2.1 Corporate Strategy Successes

2023/24 has been a financially challenging year, both for the Council and for the residents and businesses of Bath and North East Somerset. Despite this, we have enjoyed a wide range of successes and achievements.

The tables below offer a selection of success stories that demonstrate how we are delivering the Corporate Strategy's core policies and principles, while **Appendix 1** captures key service achievements over the last 12 months against the commitments set out in our Annual Directorate Statements (see Section 2.2).

Tackling the Climate and Ecological Emergency

Emission-based parking charges introduced to improve air quality in

Bath - The council is replacing signage in its car parks to reflect the new vehicle emission-based parking charges in council-owned car parks in Bath. The new variable charging structure only affects motorists with more polluting vehicles - its aim is to incentivise these motorists to use more sustainable alternatives when visiting the city centre, and encourage a shift to public transport, walking, wheeling and cycling.

Get involved in improving green spaces in the Somer Valley

- A call is going out for habitat management volunteers to join Somer Valley Rediscovered, a project to increase biodiversity and connect communities to their landscapes. The volunteering sessions include activities to manage grassland and woodland areas, selective scrub removal to support diverse habitats, improvements to footpaths and activities to encourage wildlife into green spaces.

Giving People a Bigger Say

Consultation launched Bath & North East Somerset community care proposals

- Residents, families, staff and the wider community are being asked for their views on plans to reshape care for people being looked after in three Council-run community resource centres. The plans would see Cleeve Court Residential Home in Bath become a centre of excellence for dementia care including nursing care, and enable younger people with complex needs to live closer to home with an enhanced offer for them at Combe Lea, in Midsomer Norton.

Consultation opens on funding new Community Neighbourhood Projects for Bath

- A public consultation asked residents to help decide which applications for the Neighbourhood CiL for Bath should be funded to support the development of their areas. Library improvements, new play equipment, a football pitch upgrade, and new climbing facilities are among the projects that residents can choose to benefit from the latest round of community funding in Bath.

Delivering for Local Residents

Hard-working team keeps Bath & North East Somerset clean and green

- More than 25 tonnes of debris, leaves and weeds - the weight of a full waste truck - have been collected by the Council's Clean and Green team in just six months. The snapshot figure covers the team's work responding to more than 400 requests from residents, councillors, and parishes. Additional funding has been invested in programme, benefitting neighbourhoods with street cleansing, weed removal, cleaning road signs and removing graffiti.

Bespoke accessible play unit opens at Bath's Royal Victoria Park

- The unit has two generous ramps enabling children in wheelchairs to access an exciting off-ground play platform, without having to negotiate stairs or be lifted out of their wheelchairs or buggies. Earlier this year the Council added an ability swing accommodating a wheelchair next to the standard swings, helping to ensure children of all abilities can play alongside each other. The £55k improvements aim to improve accessible play in its parks.

Focusing on Prevention

Prevention is better than cure – raising food hygiene standards

- New figures reveal the Council's food hygiene team carried out 1,139 food hygiene inspections in 2022. This is more than three food business every day in their ongoing drive to raise food hygiene standards and keep residents and visitors safe. Currently across Bath & North East Somerset, 982 businesses have been awarded the top level 5 hygiene rating

Support for rough sleepers in B&NES

- Organisations are offering help to people who sleep rough or who are at risk of becoming homeless this winter and all year round. Cafes have also signed up to help rough sleepers by providing warm spaces and a hot drink during the day. The [Genesis Lifeline Centre](#) offers day time facilities, and there is a takeaway food provision available for rough sleepers at Julian House's Manvers Street Hostel.

Preparing for the Future

Highway resurfacing wraps up for another year as council completes annual programme

- More than 15km of highway has been resurfaced across Bath and North East Somerset this year as the Council completes its resurfacing programme. The Highways team also repaired 6,838 potholes – averaging 20 repairs a day. The Council completed its annual resurfacing programme on time and under budget, despite the ongoing challenges posed by rising material costs. In total the equivalent of 554 tennis courts has been resurfaced.

Work begins on new shopfronts and art installations at Keynsham's Temple Street

- The £65,000 Keynsham Shopfront Improvement Programme will see Temple Street Canteen and Savour Deli, Refill and Farm shop transformed with upgraded frontages in pastel colours in keeping with the street's Victorian character. Working with Keynsham Town Council and Keynsham Leisure Centre, the Council also hopes to bring splashes of colour and fun to the opposite side of the street with three art installations that will reflect and celebrate the history of Keynsham.

2.2 Corporate Delivery Programme 2023/24

71% of the commitments that support the Corporate Strategy have been successfully completed. This is marginally lower than last year, however it is against the backdrop of a challenging financial operating environment and illustrates once again that the Council is proactively facing into its financial challenges in a responsible and sensitive manner.

Our **Annual Directorate Statements** set out the top 100 commitments by Directorates to help achieve delivery of the **Corporate Strategy**, supported by their respective **Divisional Service Plans**. The **Corporate Delivery Programme** reports progress against these commitments, providing a direct **monitoring and reporting** link to the Council's key strategic framework.



A summary of overall performance is shown in the table below:

Core Policies and Principles	Commitments to CS in ADS	Status of Commitments at End Q4		
		Red	Amber	Green
Climate & Ecological Emergency	15	0	27%	73%
Giving People a Bigger Say	9	0	22%	78%
Delivering for Local Residents	12	0	25%	75%
Focusing on Prevention	31	0	35%	65%
Preparing for the Future	9	0	22%	78%
Total	76	0	29%	71%

The figures under the 'status of commitments' column represent the percentage of Directorate commitments that are red, amber or green for each of the **Corporate Strategy's core policies and principles** at the end of 2023/24.

2.3 Strategic Performance Indicators

The **Strategic Performance Indicators** are a set of 37 indicators that forms part of the Council's Integrated Reporting Framework and are themed to follow the core policies and principles in the Corporate Strategy. The chart below summaries the end of year position for these indicators, with the full Quarter 4 Strategic Indicator Performance Report available in **Appendix 2**.

Please note the final column refers to indicators where the end of year data is not yet available or targets have not been set so it is not possible to indicate a RAG rating. The Council relies on third parties for some of its data, and they do not always release this data within our reporting timeframes.

Core Policies and Principles	Indicator Count	Status of Indicators at End Q4			
		Green	Amber	Red	ND
Climate & Ecological Emergency	7	1	0	2	4
Giving People a Bigger Say	1	0	0	0	1
Delivering for Local Residents	5	0	3	0	2
Focusing on Prevention	19	1	1	1	16
Preparing for the Future	5	1	0	0	4
Total	37	3	4	3	27

A new set of strategic indicators is being developed for 2024/25 to provide a better balance across the key services.

Key points to note from this year's performance against the strategic indicators:

- ➔ Average estimated CO2 per residential property continues to reduce (3.5 in March 2024 vs 3.6 in December 2023). Total estimated emissions for residential properties are increasing, but this will be due in large part to the increase in properties included in the calculation, as more EPCs are issued. As the average emissions per property is reducing, the energy performance of households is improving.
- ➔ Net new homes delivered was marginally below the target (712 vs. 722) for 2023/24. The monitoring methodology for this measure excludes purpose-built student accommodation (whereas other measures, such as the housing delivery test, covering supply over a three-year period, include this category), which would have provided an additional 35 properties.

- ➔ The percentage of properties with an Energy Performance Certificate rating of A - C improved again to 32.8%, continuing the quarter-on-quarter improvements that have been seen our monitoring started in 2019.
- ➔ Households in temporary accommodation reduced to 68 (-7) at the end of March 2024 but remains above the target of 36. However, there has been a reduction in the number of people placed in Bed & Breakfast accommodation, with an increase in people accommodated within the Council's own housing stock.
- ➔ The percentage of people using Adult Social Care services with an up-to-date review has fallen slightly to 71.8% (target of 80%). However, since the social work service has come in-house, improved data quality monitoring is in place and data cleansing is being undertaken to ensure that system records reflect all activity undertaken by teams.
- ➔ The percentage of adults at home 91 days after discharge into the reablement service was below target in March, however the overall Q4 performance is 82% against the 77% target. In addition, the statutory return for Q4 reablement performance will include a new dataset from the Royal United Hospital for its ART+ service, (not available at the time of writing), which will see the published rate increase further above the target.
- ➔ The number of children looked after and children on Child Protection plans (both per 10,000 population) both reduced at the end of March 2024, with the former being the lowest rate in 18 months.
- ➔ The number of children on EHCPs continues to rise, with 2,300 on plans at the end of March 2024.
- ➔ Self-reported wellbeing for people with a high anxiety score improved to 25.9% in 2023. There was also an improvement in the percentage of mothers known to be smoking at the time of delivery, reducing from 8.1% to 7.7%.
- ➔ At 96%, the percentage of household waste reused, recycled, composted or recovered remains significantly above target (80%).

2.4 Inspections

Care Quality Commission (CQC) - There are **36 active care homes** in Bath and North East Somerset. 31 are residential care homes, three of which are managed by the Council, and five are extra care housing schemes, all managed by the Council.

The CQC has carried out inspections on six of these care homes over the last 12 months, resulting in four homes being rated as 'Good', and two as 'Requires Improvement':

Care Home	Type of Care Provided	Date of Inspection	Latest CQC Rating	Previous CQC Rating
Council Managed Care Homes - Community Resource Centres & Extra Care Housing				
Charlton House CRC	Nursing & Personal Care for 18+ including Dementia and Physical Disabilities	12/04/2023	Requires Improvement	Inadequate 31/10/2022
Care Homes Run by Independent Providers				
Cedar Park Nursing Home	Nursing & Personal Care for 18+	22/03/2023	Good	Good 16/10/2018
St Teresa's Nursing Home	Nursing & Personal Care for 65+ including Dementia	19/06/2023	Good	Requires Improvement 29/09/2020
Bloomfield Care Centre	Nursing & Personal Care for 18+ including Dementia	17/07/2023	Good	Requires Improvement 15/09/2020
Mostyn Lodge Care Home	Nursing & Personal Care for 18+ including Dementia and Physical Disabilities	26/10/2023	Requires Improvement	Good 03/08/2021
Culverhayes Nursing Home	Nursing & Personal Care for 18+ including Dementia and Mental Health conditions	01/11/2023	Good	Good 09/05/2023

Appendix 3 provides a summary of all the latest CQC ratings for all the care homes and extra care housing schemes in Bath and North East Somerset. As at March 2024:

83% of residential care homes (25) and extra care housing schemes (5) are **Good**
14% of residential care homes (5) **Require Improvement**
3% of residential care homes (1) are **Not Rated***

*Care home is newly registered and has not yet been inspected.

2.5 Resident Satisfaction

Satisfaction with Local Area

Between October and December 2023, the Council carried out its **Voicebox 32 Survey** to obtain residents' views on a range of topics to help shape the area and improve local services.

The survey was sent to a random sample of 3,961 residents with online response options. This resulting in 1,089 completed surveys, a total response rate of 28% (including an online response rate of 44%). The results show a **reduction in satisfaction levels** across a number of key areas, with potentially **reduced buy in** for the Council's core policies:

81% ↓

Percentage **satisfied with their local area** as a place to live **fell by 3%** from the previous year. It remains higher than the national rate (71%), which saw a similar reduction to B&NES. The level of satisfaction locally has been stable since 2017.

47% ↓

Percentage **satisfied with the way the Council runs things** has seen a **large reduction of 12%** and is at its lowest level for seven years. Again there has been a similar reduction nationally, although the England response rate remains higher at 56%. Despite this, satisfaction with recent customer experience is notably higher (67% compared to 47%)

47% ↓

Percentage **agreeing the Council provides value for money** has also seen a **large drop**, reducing from a third of respondents to just over a quarter. This is the lowest level since 2017, maintaining a large gap between national and local perceptions. Comparative council tax data demonstrates that's residents pay less than the regional average in Council tax per head of population.

11% ↓

Percentage **agreeing they can inform decisions made by the Council** has **nearly halved**. There is no benchmarking data available however giving people a say has been a key strategic priority for the organisation for the last four years.

34% ↓

Perceptions of **safety for children from violence outside the home** have worsened, especially at night, **increasing by over a third** since 2022. This is in the context of local news regarding serious youth violence in B&NES and neighbouring authorities. Whilst the Avon & Somerset Violence Reduction Profile notes that the age of violent offenders is getting younger. Comparative rates of violent crime in B&NES remains lower than both the national and regional figures.

6 to 15% ↓

Broad support for **renewable energy generation**, particularly domestic and commercial solar, however a **reduction in support** for all sources since 2022, particularly ground mounted solar panels and wind turbines.

41% ↓

Working from home (at least 2 days per week) has **more than halved**, dropping back from 89% in 2020, which was the result of the government directive to manage the Covid-19 pandemic, to 41% in 2023.

Actions identified:

The following actions have been identified to improve the Voicebox results going forward;

- Improved communication and marketing, to understand and listen to residents more
- Work on more measures to improve customer satisfaction
- Better Joined-up digital channels - rationalising contact channels.
- More community conversations regarding local renewable energy and activity to promote sustainable travel.

Relative Priorities

The chart below illustrates those priorities that the respondents think are **most important in making their local area a good place to live** and those that are **most in need of improving**. These priorities are similar to those recorded in 2022, with affordable decent housing showing a 7% increase.

Most important and Most need improving by Item

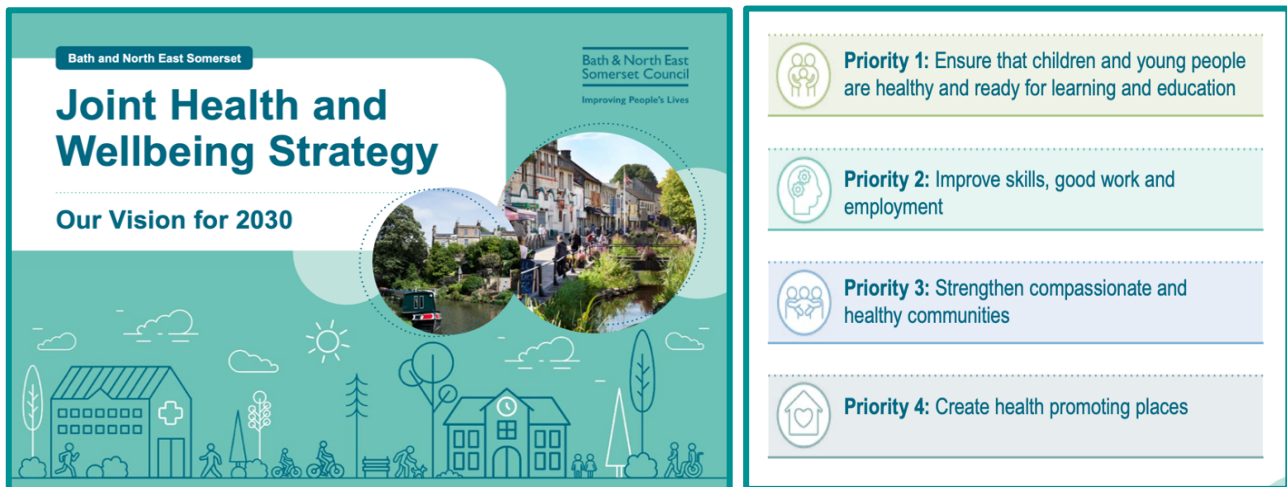


3. Health and Wellbeing

3.1 Joint Health and Wellbeing Strategy

A new seven-year strategy to improve the health and wellbeing of residents in Bath and North East Somerset and address inequalities has been launched.

The [B&NES Joint Health and Wellbeing Strategy: Our Vision for 2030](#) sets out four priorities that together will help people have the best start in life, live well in caring and compassionate communities, and make it easier for people to live physically and emotionally healthy lives.



It will pilot new models of healthcare like Integrated Neighbourhood teams to make it easier for residents to access the right care and support when and where they need it; focus on affordable warmth support for those people living in homes most at risk of cold and damp; and provide intensive support for disadvantaged children who are doing less well at school. These are all actions that evidence shows will help improve health and wellbeing outcomes for people living in B&NES and help establish the right foundations to reduce some of the unfair outcomes some residents experience.

Bath and North East Somerset follows the national trend of increasing numbers of children and young people receiving support for social, emotional and mental health needs - and pressures on the health care system have made it challenging for residents to access the care they need. And the difference in life expectancy between the most deprived and least deprived areas of B&NES is 11 years for women and seven years for men.

Residents have played a key role in identifying the priorities through public consultation held in Autumn 2022. The priorities are also based on information from the B&NES Strategic Evidence Base, which draws from information gathered by partners from health, social care, local authority, higher and further education, public services, and community and social enterprise groups.

3.2 Community Wellbeing Hub

The [Community Wellbeing Hub](#) is a partnership set up in March 2020 with shared goals bringing together 27 public, private and third sector organisations. It was originally established to provide help and assistance during the Covid pandemic, and now offers a central point of access for a range of community health and wellbeing services, with 24 of the partners commissioned to deliver these services:

In partnership with

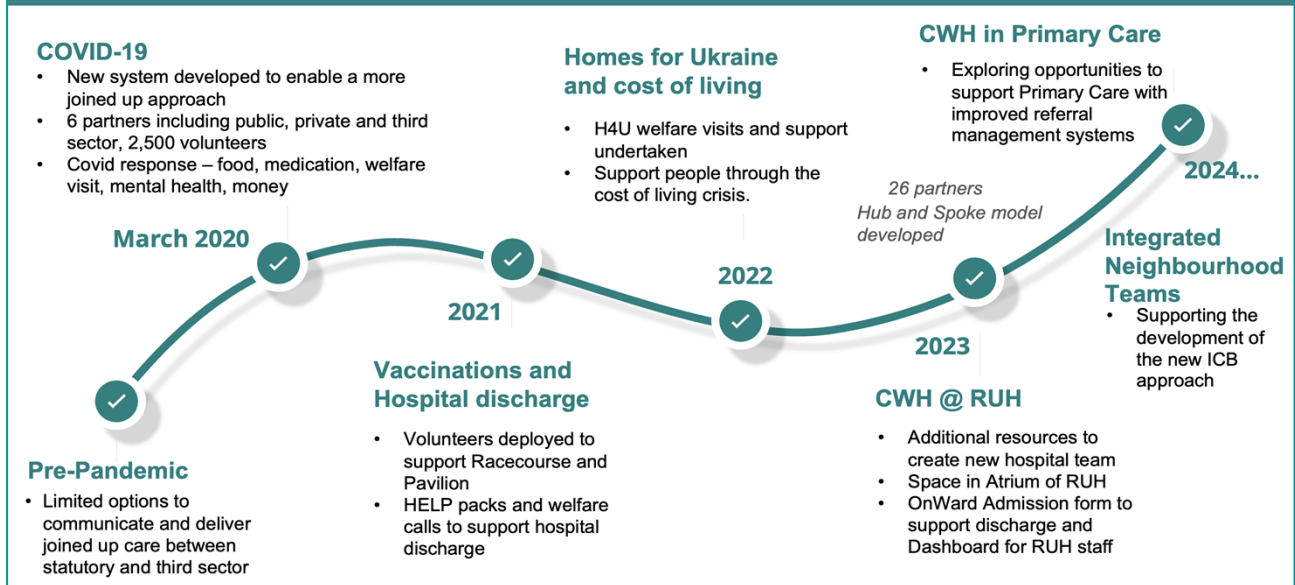


Over 60 services are available for all residents of Bath and North East Somerset including:

- Money Matters
- Keep active and healthy
- Achieve a healthy weight
- Accessing food
- Mental health and wellbeing support
- Lifestyles services e.g., stop smoking
- Social prescribing
- Housing advice
- Home from Hospital
- Employment issues and advice
- Supporting carers, family members and others
- Activities, wellbeing courses and volunteering opportunities

The diagram below illustrates how the hub has changed over the four years it has been operating and the key milestones and outcomes along the way:

The journey so far



3.3 Live Well B&NES

Live Well Bath & North East Somerset aims to help people to find timely and relevant information to support themselves at early stages of need to prevent their needs escalating. The resource can help prevent or delay the need for greater input, or offer mitigation while experiencing a wait to access a service.

Live Well B&NES is a new statutory service that was launched in 2023 for families living in Bath and North East Somerset, parent carers looking after a child (up to 25) with a special educational need and/or disability (SEND), young people with SEND, adults (and their family or carer) needing care or support to live independently, and practitioners.



Live Well B&NES (LWB) is web-based resource providing signposting, information, activities and resources for members of our communities within Bath and North East Somerset <https://livewell.bathnes.gov.uk>



It is managed, moderated, maintained and promoted by the **LWB team** and the site is hosted by B&NES Council. It is a statutory service and we regularly add new services, groups and information.



Over **37,000** people have visited the resource this year. We promote in a range of ways; social media, distribution of postcards, articles in newsletters and local press, outreach in the community and hosting events.



It is complemented by two social media channels:
www.facebook.com/livewellbathnes
[www.instagram.com/Youth Info Bathnes](https://www.instagram.com/Youth_Info_Bathnes)

3.4 Support for Refugees

Bath and North East Somerset continues to provide a safe haven to refugees and displaced communities:

UA → **GB**

Since the Russian invasion of Ukraine in February 2022, over **400** Ukrainians have found sanctuary in B&NES under the government's Homes For Ukraine scheme

SY
AF → **GB**

To date, **108** refugees from Syria and Afghanistan have been welcomed to the B&NES area under the government's UK Resettlement Scheme and Afghan Resettlement and Assistance Programme

HK → **GB**

An estimated **370** people have recently moved to the B&NES area from Hong Kong, under Hong Kong British Nationals (Overseas) Visa scheme

3.4.1 Homes for Ukraine Scheme

Following the Russian invasion of Ukraine in February 2022, the Council provided a swift and co-ordinated response to welcome Ukrainian refugees in our area, working with a wide range of services and partners, including schools, local health services, and groups such as Julian House and Bath Welcomes Refugees.

The **Homes for Ukraine (H4U)** scheme has seen a generous response from local residents who have offered their homes to support people in need, building on the success of the Council's previous work with our partners on the Syrian and Afghan refugee resettlement. So far, residents in Bath and North East Somerset have welcomed more than **400** Ukrainian guests under the government sponsorship scheme.

A Bath & North East Somerset Council survey asked how satisfied or dissatisfied host families had been with the Council's response to the H4U scheme.

- ➔ **79** hosts responded to the survey, with only three saying they were dissatisfied.
- ➔ **Over 80%** of families intend to stay in touch with their guests and have been either very satisfied or satisfied with the support they've received from the Council.
- ➔ **Over 80%** of respondents enjoyed their time hosting a family or individual despite communication and sharing space in the house as the main challenges to hosting.
- ➔ **Almost 30%** would consider hosting another refugee family or guest again in the future with almost the same number undecided if they would host again.

One host commented: *"I feel there has been a lot of support on offer for both guests and hosts. H4U clearly care about making hosting work for all involved."*

Hosts are paid a 'thank you' payment for hosting, which is between £350 and £500 per month depending upon the length of hosting.

3.4.2 Afghan Resettlement and Assistance Programme

Bath and North East Somerset continues to provide safe haven to Syrian and Afghan refugees, with latest figures showing **108** refugees from Syria and Afghanistan have been welcomed to the area under the UK Resettlement Scheme and Afghan Resettlement and Assistance Programme.

The Council is working with Aequus Developments, its wholly-owned development company, to add 22 new homes to local affordable housing stock after it secured £3.04m from the Department of Levelling Up, Housing and Communities' Local Authority Housing Fund.

The money has been awarded on the condition that the properties will be used to provide homes for families fleeing conflict via the Ukrainian and Afghan resettlement and relocation schemes. Once there is no further need to house these families the homes will be permanently available for other households on the Council's housing register, thereby providing short-term accommodation for families displaced by war and a long-term legacy of more affordable housing in Bath and North East Somerset.

4. Local Economy

Cabinet have adopted a new **Economic Strategy** - [Building A Fair, Green, Creative and Connected Bath with North East Somerset](#), which will run from 2024 to 2034. This strategy has partnership at its core both with institutions within the authority area and also cross departmental working within the Council. It has been developed in close consultation with local businesses and our key anchor institutions – the University of Bath, Bath Spa University, Curo, and the Royal United Hospital, who have all endorsed the plan.

The new Economic Strategy sets out a clear vision for a more sustainable local economy, with a new strategic approach built upon six pillars of Good Work, Inclusive Innovation and Creativity, Greener Economy, Resilient Businesses, Housing Affordability, and Stronger Places. The strategy was developed from a strong evidence base and adheres to the principles of Doughnut Economics. It focuses on the best approach to the issues of greatest impact and also addresses the needs of the future.

The Council local businesses and the local anchor institutions have also been working together as part of the **Bath with North East Somerset Future Ambition Board**. This is a voluntary arrangement seeking to deliver a shared ambition for the place and to increase our influence locally and nationally. The Partnership has been working on themes developed from the One vision document published in 2021 and further developed by the Economic Strategy, and is working on appointing an independent Chair. In addition the Anchor institutions including the Council and the two Universities are launching the Civic University Agreement in May 2024.

4.1 Economic Growth

The figures below show economic growth in B&NES has not kept pace with either England or the West of England for a number of years:

Growth	Period	Growth Rate		
		B&NES	West of England	England
Economic Growth	1998 to 2021	11%	55%	50%
Number of Businesses	2010 to 2021	21%	31%	34%

The lower rate of growth in businesses is due to a number of factors including lower than average productivity, higher than average employment in the public sector, a lack of appropriate growth space for businesses and high housing costs. Our recently published [Economic Strategy](#) seeks to address a number of these issues through a variety of methods.

It should also be noted that B&NES has a higher than average rate of business survival, so the businesses created locally have more longevity than both elsewhere in the South West and the UK as a whole.

Business Growth	Period	Growth Rate		
		B&NES	West of England	England
Survival Rate	2022	50%	45%	40%

Bath's office supply increased after a number of years of limited stock. This has also led to a much-needed improvement in the quality of available space. New accommodation at Bath Quays and a number of comprehensive refurbishments in the city centre now provide a range of high quality options ([Alder King Market Monitor 2023](#)).

4.2 Economic Activity

The ONS Annual Population Survey estimates 83.9% of the working age population (aged 16 to 64) in B&NES are classed as **Economically Active** compared to 78.8% in the UK as a whole for the period October 2022 to September 2023. This is the second highest rate in the last 20 years.

For the same period, there are 19,300 **Economically Inactive** residents (i.e., students, carers, long-term sick, retirees) in B&NES, 16.1% of the working age population. Over 80% (15,300) do not want a job, although it should be noted that B&NES has a considerably higher proportion of students (35.3% compared to 26.8% in the UK), and also a higher number who are retired (18.0% vs 12.7%).

Period: October to September	Economic Activity - October 2018 to September 2023					
	B&NES		South West		UK	
	Active	Inactive	Active	Inactive	Active	Inactive
2018 - 2019	82.5% (104,400)	17.5% (21,000)	82.0%	18.0%	78.9%	21.1%
2019 - 2020	82.9% (105,200)	17.1% (20,600)	81.3%	18.7%	79.0%	21.0%
2020 - 2021	82.1% (102,000)	17.9% (21,500)	80.2%	19.8%	78.5%	21.5%
2021 - 2022	76.7% (94,300)	23.3% (27,700)	80.3%	19.7%	78.4%	21.6%
2022 - 2023	83.9% (104,800)	16.1% (19,300)	81.0%	19.0%	78.8%	21.2%

Source: [ONS Annual Population Survey](#)

4.3 Claimant Count

The amount of B&NES residents who are in receipt of benefits has remained constant over the past year, and currently stands at 1.9%, close to pre-COVID levels. The claimant rate in both the South West region and UK are consistently higher than B&NES, with the table below showing the Job Seekers Allowance (JSA) claimant rate for February 2020 to 2024.

Period	JSA Claimant Rate		
	B&NES	South West	UK
February 2020	1.7%	2.2%	3.0%
February 2021	4.0%	5.0%	6.4%
February 2022	2.4%	3.0%	4.2%
February 2023	1.8%	2.5%	3.6%
February 2024	1.9%	2.4%	3.8%

Source: [ONS Claimant Count](#) - Claimant rate = proportion of population aged 16-64 claiming JSA

Appendix 1 - Achievements and Successes during 2023/24

The following table provides a summary of achievements and successes by Directorate that collectively demonstrate how the Council is contributing towards the core policies and principles set out in the [Corporate Strategy 2023-2027](#), as well as its local service priorities.

Directorate	Achievements and Success in 2023/24
Adult Social Care	<ul style="list-style-type: none"> ➔ Successful transfer of staff and services from HCRG Care Group back into the Council with no service disruption. ➔ We enabled more people to safely return home after a stay in hospital in a timely manner through greater impact of commissioned home care and brokerage. ➔ Reviewed and renewed the MOU with AWP for the delivery of integrated Mental Health Services, lowest waiting lists in recovery and CITT for the 3 years. ➔ Successful delivery of 2-year UCB pilot with RUH which ceased following robust options appraisal and financial analysis. ➔ Development of BANES Carers Strategy, in consultation with 383 carers and 6 carers organisation, 3 carers forums. ➔ Achieved a good CQC rating for extra care housing.
Business Change & Customer Services	<ul style="list-style-type: none"> ➔ The service has held over 800 events this year averaging around 70 per month and reaching over 20,000 people. Highlights included supporting events for our refugees in the area, the Coronation and the ever-successful Summer Reading Challenge. ➔ Supported the Children's Transformation Programme with monthly steering groups to track progress of projects in the programme and provide support where required, the programme achieved its targeted savings for 2023-24. ➔ Commenced the delivery of a corporate landlord model for the management of council assets
Children & Young People and Education	<ul style="list-style-type: none"> ➔ 2023 Bright Spots surveys of children in care and care leavers was completed and the responses were overwhelmingly positive. ➔ Successful Ofsted Annual conversation enabling the service to critically evaluate its performance and take stock of any action required.

Directorate	Achievements and Success in 2023/24
	<ul style="list-style-type: none"> ➔ Music Service entered into partnership arrangements with neighbouring local authorities, improving the service's resilience. ➔ Department for Education funding secured to expand our 'Life Long Links' offer to looked after children ➔ Care Leavers Covenant agreed.
Finance	<ul style="list-style-type: none"> ➔ Successfully lead the 2024/25 budget and savings process across the whole Council. ➔ Delivered annual rental growth of £1.16million over the previous years rental income budget. This additional revenue contributes towards the delivery of the Council's direct services to the community. ➔ Reduced the level of rent arrears owed by Council commercial tenants by £1million during 2023/24, resulting in a greater net income available to be spent on funding direct services to the community. ➔ The Council's Digital Strategy 2023 to <i>'put people and their needs first, using modern technology to improve people's lives, whether they be residents, businesses, visitors, or our staff'</i> has been completed and published on the public website. ➔ Commissioned and launched the BOB Programme to ensure the Council is fit for future.
People & Policy	<ul style="list-style-type: none"> ➔ Pilot the National Digital Death Registration service - Lead in South West area to implement changes to death registration by use of digital registration, and transfer of data between GPs, Hospitals and registration services to aid efficient use of resources and help steer national implementation. ➔ First successful Prosecution on a breach for listed building, demonstrating the Council's commitment to protect the heritage within Bath and North East Somerset. ➔ We have agreed the Corporate Strategy 2023-2027 to set the organisational priorities for the future. It was adopted by Full Council in July 2023 and has been published on the public website. ➔ Successfully delivered the 2023 local elections along with a comprehensive Member induction and training package
Place Management	<ul style="list-style-type: none"> ➔ During 2023, highway resurfacing works have been carried out at 54 locations across B&NES, bring 15km of highway back to a good standard, while highways drainage improvements saw 20,666 drainage gullies inspected and 17,891 cleaned. ➔ Emission-based charging has been implemented in Bath with vehicles that cause higher levels of pollution paying more to park in the eight Council-owned car parks in Bath. The new charges aim to incentivise motorists with higher polluting vehicles to use more sustainable forms of transport when visiting the city centre.

Directorate	Achievements and Success in 2023/24
	<ul style="list-style-type: none"> <li data-bbox="456 225 2029 341">➔ 37 upgraded Pay & Display machines were installed in 2023, part of a phased roll out to replace all existing Council assets. New machines maintain a cash payment offer were possible alongside card and MiPermit payments, and provide an improved user experience. <li data-bbox="456 352 2056 549">➔ Results from an independent survey showed the 2023 Bath Christmas Market boosted the economy by an estimated £47 million in associated additional spend, up from £34.3 million in 2022 and £25 million in 2019. It attracted around 451,000 visitors, compared to an estimated 426,000 in 2022 and 403,000 in 2019. Researchers also found a high level of visitor satisfaction with respondents awarding the event an average 4.37 out of 5. <li data-bbox="456 560 2069 852">➔ Parks & Green Spaces received £91.5k funding from WECA for its pollinator schemes. In early 2023 we worked with residents to re-think how the 8 spaces were being previously being managed. Working with partners Blooming Whiteway, insect illustrator Marian Hill and Avon Wildlife Trust, workshops were held to understand how these spaces were being used and what was important about them. The aim being to find ways to improve wildlife habitats in these areas through new flower rich meadows, food forests and flowering shrubs and trees while providing attractive, well-maintained spaces where people can meet and kids can play. All schemes are now implemented on the ground. <li data-bbox="456 863 2069 1107">➔ Waste Operations and Fleet MOT centre workshops have been consolidated at the redeveloped Keynsham Recycling Hub following relocation from Bath and Ashmead Rd. 200 staff were relocated, enabling operational synergies from co-location across all departments. The new MOT centre opens in early 2024 with an ATF HGV MOT testing station and tachograph calibration facility, as well as expanding the MOT offering to the general public. The relocation resulted in changes to artic haulage for refuse and garden waste with consequent reductions in CO2 emissions. <li data-bbox="456 1118 2069 1315">➔ We successfully deployed Addex electric sweepers in 2023, which cause less pollution and dust, as well as a gum removal machine, producing good results and enhancing our city centre offering. We also trialled the use of Addex pedestrian sweepers for weed removal in the outer district in conjunction with new mechanical Westermann moss brushes on the clean and green project, significantly enhancing and speeding up the removal of weeds and moss.

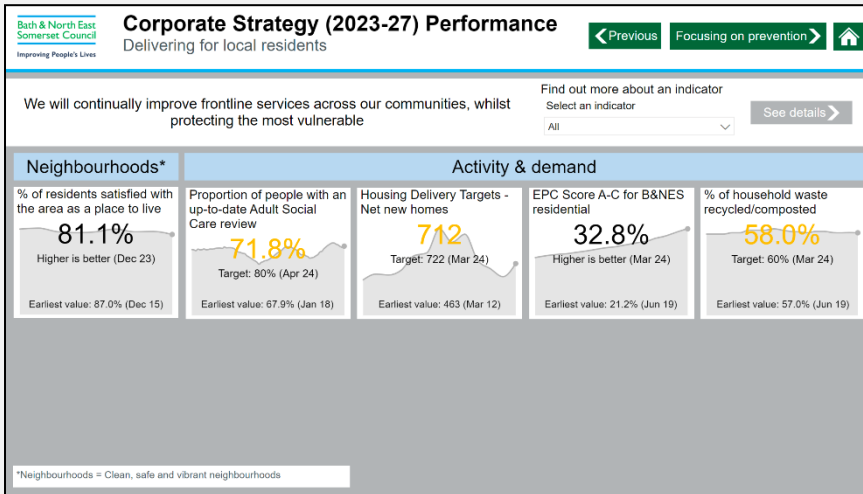
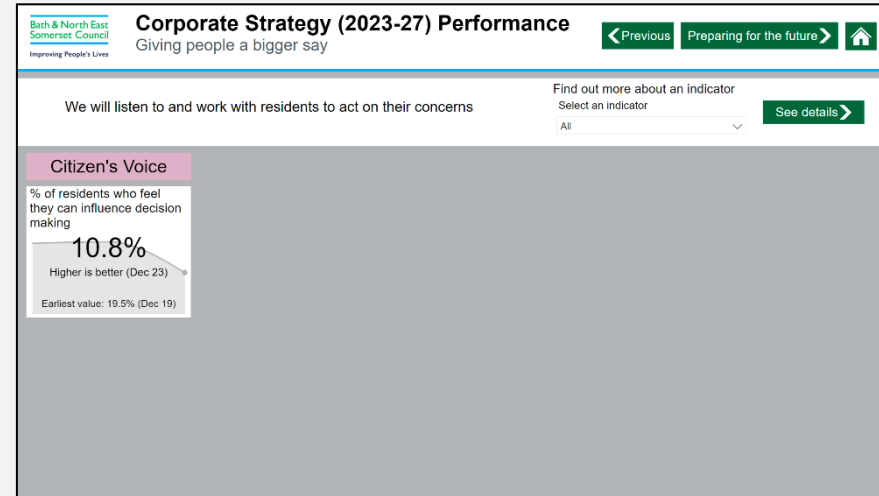
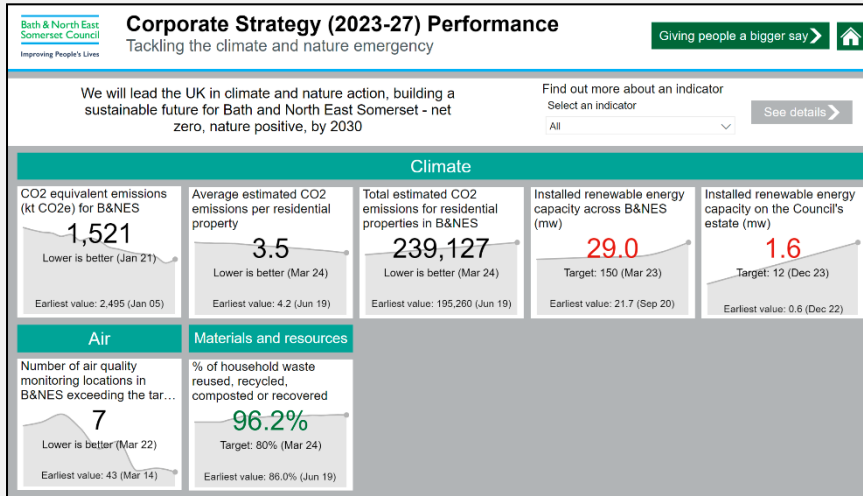
Directorate	Achievements and Success in 2023/24
	<ul style="list-style-type: none"> ➔ Refurbishment of Hilltop Chapel has provided a more modern and befitting environment for the bereaved and deceased alike, with cremation services now available in either chapel. Fees for using the chapel have been increased, which will see an increase in the income stream.
Public Health	<ul style="list-style-type: none"> ➔ Successful funding bids and / or agreements with delivery partners to install solar panels at Bath Sport and Leisure Centre, Keynsham Leisure Centre, and Midsomer Norton Leisure Centre, and upgrade to LED lighting on tennis courts at Saltford Lawn Tennis Club and Writhlington Sports Centre. ➔ Plan to Reduce Serious Violence in BANES 24/25 approved by Health and Wellbeing Board ➔ Vaccination outreach programme for covid and flu to vulnerable communities ➔ Development of the BANES Health Inequalities Network
Sustainable Communities	<ul style="list-style-type: none"> ➔ Strong progress on delivery of energy and retrofit action across the Council's assets. £620k grant funding secured for solar and heat pumps across our estate (£447k awarded from Public Sector Decarbonisation Fund and a further £173k from Sports England). An additional 85kW installed across corporate estate by the end of 2023/24 taking our total to 1.9MW. Proposals developed for a further 109kW to be installed in 2024/25. We're working with South West Net Zero Hub on bids to support feasibility and development for Lansdown solar and other pipeline development. ➔ We have begun work on Green Heritage Homes, a unique partnership between Bath and West Community Energy (BWCE), B&NES Council, Bath Preservation Trust and the Centre for Sustainable Energy (externally funded) to help historic properties contribute to net zero objectives. We have launched a new level 0 "pre-app" advice (planning team) and are developing a pipeline of events and guidance materials. We've also worked with BWCE and FAB Climate & Nature Group to deliver Green Open Homes weekend, attracting 788 visits, and with a wider programme planned for 2024/25. ➔ B&NES Homes continues to develop and expand the delivery of affordable housing with 50 units delivered, 11 units in construction and a further 92 at various stages of planning process. In total, and including working with RPs, we expect to have delivered around 385 units in the three-year programme by end of March 2024. This number would have been higher but unfortunately a number of key schemes have slipped into next financial year due to circumstances beyond our control. ➔ The Local Plan Options Document was approved by Cabinet on 1st February 2024 and went out to public consultation until 8th April. This is a key stage in identifying potential areas for growth and further updating our

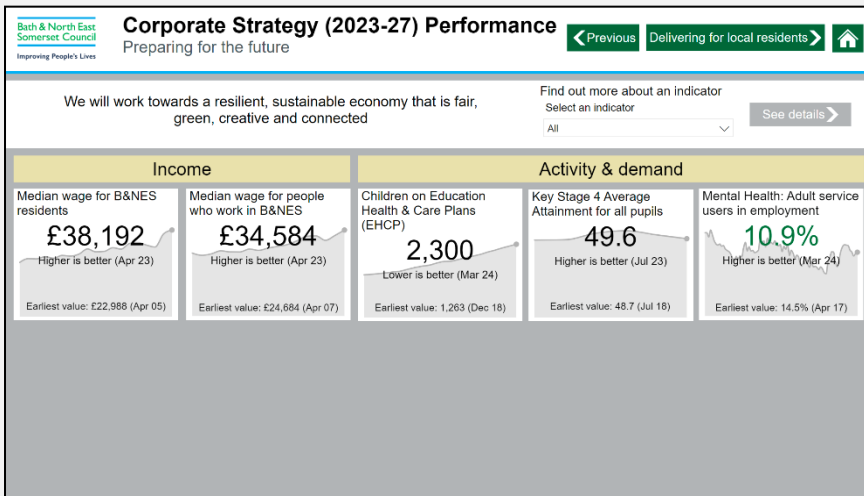
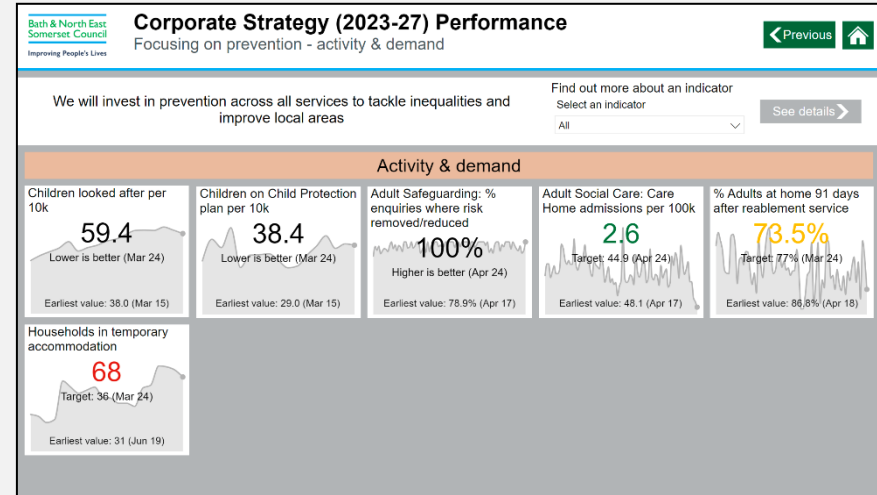
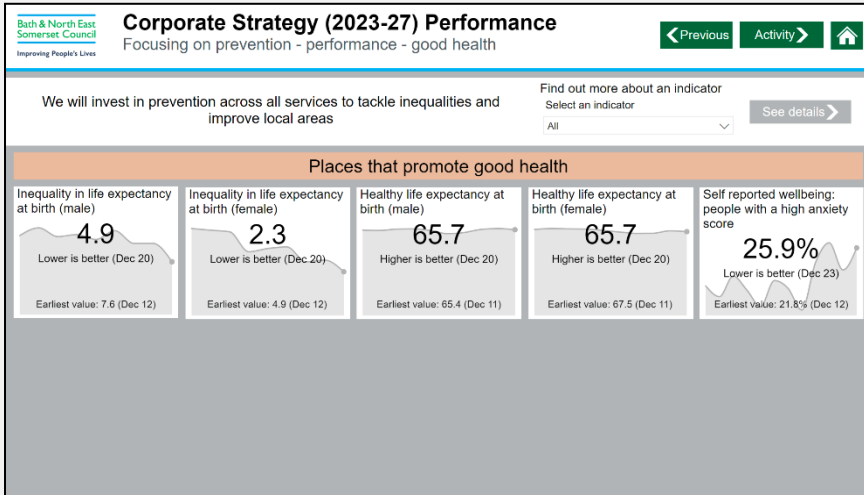
Directorate**Achievements and Success in 2023/24**

local planning policies to ensure that development meets the Council's objectives. The submission version of the Plan is targeted for Winter 2024/25 and then formal submission to Government in Spring 2025. Progress on Neighbourhood Plans (NP) depends on the activity on local groups and in 2023/24 - the High Littleton and Hallatrow NP reached submission stage.

- ➔ A Radstock Town Centre Regeneration Action Plan was completed in February 2024, and funding for a number of projects has been secured. In Keynsham the High Street Heritage Action Zone project has delivered £1.4m of improvements including public realm projects, shopfront improvements and arts and cultural programmes. In Midsomer Norton the £3.6m High Street Regeneration Programme is progressing well with the Phase 1 Town Hall transformation project nearly completed, the Island public realm scheme has technical and funding approval and will start on site in March 2024, other improvements including shopfront schemes, street furniture and wayfinding and arts and cultural programmes have been successfully delivered. The Bath Local Centres programme continues to be implemented with successful projects implemented in Twerton and Mount Road so far.
- ➔ On the 1 February 2024 Cabinet resolved to adopt the Council's Commitments paper, Local Development Order paper and In Principle Statutory Mechanisms paper for the Somer Valley Enterprise Zone (SVEZ). This milestone set of decisions aligns the delivery of SVEZ with the Council's new Economic Strategy, securing circa 1,300 jobs in the Somer Valley, providing the mechanism to deliver key active and sustainable transport infrastructure that will provide people in the Somer Valley the opportunity to stay local and reduce out commuting. The 38,500 sqm of mixed sustainable commercial space will enable the Council to deliver the new Economic Strategy through a greener economy, providing access to good work and creating resilient businesses.
- ➔ The Council welcomed over a million visitors to the Roman Baths and saw year-on-year growth at the Victoria Art Gallery, which will deliver £10.4m of surplus back to the Council. There have also been 100,000 plus visitors to the World Heritage Centre, and over 1.1 million people have seen Fashion Collection items on loan at institutions around the world.

Appendix 2 - Q4 2023/24 Strategic Performance Indicator Report





Appendix 3 - CQC Ratings for Bath and North East Somerset Care Homes

The table below summarises the latest Care Quality Commission inspection (CQC) ratings for the care facilities in Bath and North East Somerset based on the list of care homes on the Council's website.

Care Home	Type of Care Provided	Date of Inspection	Latest CQC Rating	Previous CQC Rating
Council Managed Care Homes (Community Resource Centres - CRC) and Extra Care Housing (ECH)				
Charlton House CRC	Nursing & Personal Care for 18+ including Dementia and Physical Disabilities	12/04/2023	Requires Improvement	Inadequate 31/10/2022
Cleeve Court CRC	Nursing & Personal Care for 18+ including Dementia, Physical Disabilities and Sensory Impairments	20/12/2022	Requires Improvement	None
Combe Lea CRC	Nursing & Personal Care for 18+ including Dementia and Physical Disabilities	26/09/2022	Requires Improvement	None
Avondown House ECH	Home care for 65+	20/06/2022	Good	None
Greenacres ECH	Care and support are provided to older people with some care needs, including people living with dementia and those with learning difficulties. People are supported to live as independently as possible in their own rented self-contained purpose-built or adapted flat across five supported living settings	20/06/2022	Good	None
Hawthorn Court ECH		20/06/2022	Good	None
St John's Court ECH		20/06/2022	Good	None
The Orchard ECH		20/06/2022	Good	None

Care Home	Type of Care Provided	Date of Inspection	Latest CQC Rating	Previous CQC Rating
Care Homes Run by Independent Providers				
Beechcroft Residential Home	Nursing & Personal Care for 65+	04/03/2021	Good	Good 20/03/2018
Bloomfield Care Centre	Nursing & Personal Care for 18+ including Dementia	17/07/2023	Good	Requires Improvement 15/09/2020
Bridgemead Care Home	Nursing & Personal Care for 65+	17/04/2018	Good	Requires Improvement 10/01/2017
Cedar Park Nursing Home	Nursing & Personal Care for 18+	22/03/2023	Good	Good 16/10/2018
Charterhouse Care Home	Nursing & Personal Care for 65+ including Dementia and Physical Disabilities	10/10/2018	Good	None
Cholwell House Nursing Home	Nursing & Personal Care for 65+ including Dementia, Mental Health conditions, Physical Disabilities and Sensory Impairments	17/03/2021	Good	Good 12/03/2018
Cranhill Nursing Home	Nursing & Personal Care for 65+	26/04/2021	Good	Good 13/11/2018
Culverhayes Nursing Home	Nursing & Personal Care for 18+ including Dementia and Mental Health conditions	01/11/2023	Good	Good 09/05/2023
Ellsworth House	Nursing & Personal Care for 18+ including Learning Disabilities	12/02/2020	Good	Good 11/03/2017
Greystones	Nursing & Personal Care for 65+	23/03/2021	Good	Good 04/10/2018
Ivybank House Care Home	Nursing & Personal Care for 65+	09/02/2021	Good	Good 01/10/2019

Care Home	Type of Care Provided	Date of Inspection	Latest CQC Rating	Previous CQC Rating
Kingfisher Lodge Care Home	Nursing & Personal Care for 18+ including Dementia and Physical Disabilities	06/06/2022	Good	Good 07/07/2019
Larkhall Springs Nursing Home	Nursing & Personal Care for 18+ including Dementia	14/01/2022	Good	Good 04/12/2018
Manor Farm Residential Home	Nursing & Personal Care for 65+	08/08/2018	Good	Good 20/01/2016
Midford Manor Care Home	Nursing & Personal Care for 65+ including Dementia, Physical Disabilities and Sensory Impairments	Registered 22/09/2023	None	None
Mostyn Lodge Care Home	Nursing & Personal Care for 18+ including Dementia and Physical Disabilities	26/10/2023	Requires Improvement	Good 03/08/2021
The Orangery	Nursing & Personal Care for 18+ including Dementia	18/08/2020	Good	Good 05/11/2019
Oriel Lodge Limited	Nursing & Personal Care for 18+ including Dementia and Mental Health	23/02/2021	Good	Good 26/09/2018
Rush Hill Mews	Nursing & Personal Care for 65+ including Dementia and Physical Disabilities	28/01/2022	Good	None
Shockerwick House Care Home	Nursing & Personal Care for 18+ including Physical Disabilities	07/08/2020	Good	Good 30/11/2018
Springfield House Care Home	Nursing & Personal Care for 65+ including Dementia	28/09/2020	Good	Good 04/10/2018
St Philip & St James Retirement Home	Nursing & Personal Care for 65+ including Dementia	18/03/2019	Good	Good 30/08/2016
St Teresa's Nursing Home	Nursing & Personal Care for 65+ including Dementia	19/06/2023	Good	Requires Improvement 29/09/2020

Care Home	Type of Care Provided	Date of Inspection	Latest CQC Rating	Previous CQC Rating
Stanton Court	Nursing & Personal Care for 18+	08/03/2021	Good	Good 04/11/2019
Stratton House Care Home	Nursing & Personal Care for 65+	12/08/2022	Good	Good 16/10/2019
Whitehaven Care Home	Nursing & Personal Care for 65+ including Dementia, Mental Health conditions, Physical Disabilities and Sensory Impairments	25/04/2022	Requires Improvement	Requires Improvement 24/01/2019
Winfield Lodge	Nursing & Personal Care for 65+ including Dementia and Physical Disabilities	11/06/2019	Good	None
Woodside Nursing Home	Nursing & Personal Care for 18+ including Dementia	04/12/2020	Good	Good 06/11/2018